Managing the Bubble
2009 Report

The demographics of crown corporation staff as of December 2009 including Trends From 2001 to 2009

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Evolution of the Database

- This is the 2009 version of a series of annual reports documenting research into the demographics of employees in the commercial crowns. Since the first *Managing the Bubble* report describing staff in 2001, the employee database has been updated annually to measure trends over time.

- The database has been expanded in stages by adding additional data elements to provide a more comprehensive measure of staff demographics.
  - For December 2001, only data for permanent full-time staff were collected.
  - For December 2002, coop/summer students and non-permanent staff were added to the database. The occupation (coded to the National Occupational Classification or NOC code) was also included as a data element.
  - For December 2003, the place of work was added.
  - SOCO was added in December 2004.
  - SGC was added in 2007.

- Funding for human resource initiatives in the crowns to help "manage the bubble" (e.g. Gradworks) began in 2004.

- Virtually all of the statistics in this summary report relate to the eight years from 2002 to 2009 when all permanent and non-permanent staff were included in the database.

Notes

- The inclusion of the Saskatchewan Gaming Corporation (SGC) in 2007 means that trends over time need to be interpreted carefully. Employee demographics and turnover at SGC are dramatically different from those at other crowns.

- In some instances, the characteristics of crown staff and the positions they occupy are compared with those in the province as a whole. These comparisons use the Statistics Canada monthly Labour Force Survey (LFS) for comparison purposes. The LFS is a monthly telephone survey with a sample size of approximately 4,000 households in Saskatchewan.
  - The LFS statistics were derived by the author from survey microdata.
  - The LFS figures are annual averages whereas the crown data describes the situation at a point in time, namely December of the year.
  - Unless otherwise indicated, the LFS data includes the self-employed.
  - The LFS is not conducted on Reserve.

Staffing Categories and Class of Worker

	as of December 31*										
						Excluding SGC			Including SGC		
	2002	2003	2004	2005	2006	2007	2008	2009	2007	2008	2009
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,127	9,093	9,146	9,574	9,658	9,777
Permanent part time	482	499	479	419	421	461	455	482	894	901	844
Contract/term	807	530	525	560	583	557	611	597	575	636	620
Seasonal/other	340	426	400	404	495	586	590	532	735	681	605
	10,537	10,358	10,264	10,323	10,521	10,731	10,749	10,757	11,778	11,876	11,846
Coop and summer students during the course of the year	516	515	461	477	485	477	485	500	478	488	500

* excludes SOCO prior to 2004

- Not counting SGC, the number of permanent staff hasn't changed appreciably in the past eight years because declines at SaskTel have been offset by increases in other crowns. The overall number of permanent and non-permanent staff at the end of 2009 was 2% higher than in 2002, with one half of the increase explained by the exclusion of SOCO from the 2002 figures.

- Not counting students, the total staff complement was 11,846 as of December 2009 with 82% as permanent full-time employees with the remaining 18% split among:
  - 8% permanent part-time staff, bringing permanent staff to approximately 90% of the total;
  - 5% as contract or term staff; and
  - 5% as "other", mostly casual, staff.

  The crowns hire approximately 500 students in any given year.

- The 11,846 permanent and non-permanent staff represent approximately 2.3% of the 518,000 persons employed in an average month in 2009 in Saskatchewan.

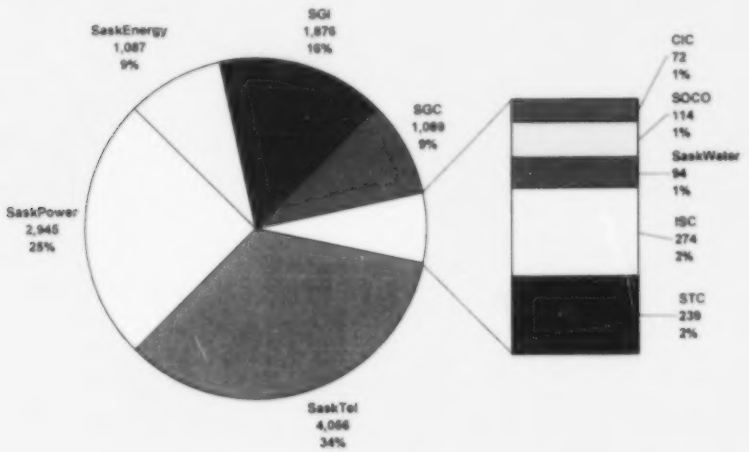
Detailed Employment by Crown Corporation

			as of December 31							
			2002	2003	2004	2005	2006	2007	2008	2009
CIC	Permanent	Full time	61	73	64	66	70	69	63	69
		Part time	0	0	0	0	0	0	0	1
	Non-permanent		0	2	0	1	4	4	4	2
SaskTel	Permanent	Full time	3,788	3,812	3,667	3,622	3,577	3,476	3,318	3,228
		Part time	110	89	90	38	49	102	104	111
	Non-permanent		524	569	562	622	747	726	752	719
SaskPower	Permanent	Full time	2,369	2,396	2,436	2,444	2,473	2,526	2,588	2,682
		Part time	134	142	144	137	134	127	136	140
	Non-permanent		150	145	153	116	110	132	132	113
SaskEnergy	Permanent	Full time	815	818	815	823	861	895	907	930
		Part time	85	84	86	86	77	76	68	73
	Non-permanent		74	70	65	50	70	102	87	84
SGI	Permanent	Full time	1,366	1,387	1,390	1,420	1,447	1,524	1,536	1,573
		Part time	107	116	114	113	116	113	107	114
	Non-permanent		92	75	77	106	125	148	167	189
SaskWater	Permanent	Full time	84	87	88	90	92	93	85	87
		Part time	2	2	2	4	4	4	4	3
	Non-permanent		3	1	1	9	0	5	3	4
SOCO	Permanent	Full time	..	..	89	91	89	116	108	110
		Part time	..	..	1	2	3	2	5	4
	Non-permanent		..	..	4	3	2	2	3	0
ISC	Permanent	Full time	196	186	195	208	229	243	257	259
		Part time	4	27	2	1	1	2	2	2
	Non-permanent		303	88	58	41	13	17	18	13
STC	Permanent	Full time	181	186	186	184	197	196	203	200
		Part time	40	40	40	38	37	35	29	34
	Non-permanent		1	8	4	14	7	7	4	5
SGC	Permanent	Full time	..	..	..	..	..	447	565	631
		Part time	..	..	..	..	..	430	446	382
	Non-permanent		..	..	..	..	..	187	139	96

- SaskTel and SaskPower together account for 59% of the crown staff. So by virtue of their size, they largely determine the overall averages.
- When SaskEnergy and SGI are included, the four largest crowns have 84% of the staff.
- In terms of absolute number of employees, SGC is approximately the size of SaskEnergy.

Total Staff in the Crowns, 2009

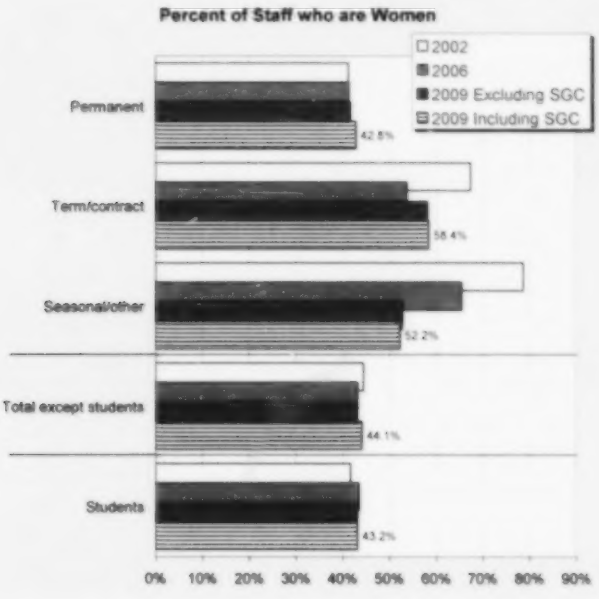
Permanent and Non-Permanent Staff, December 2009, by Crown Corporation



Characteristics of Employees

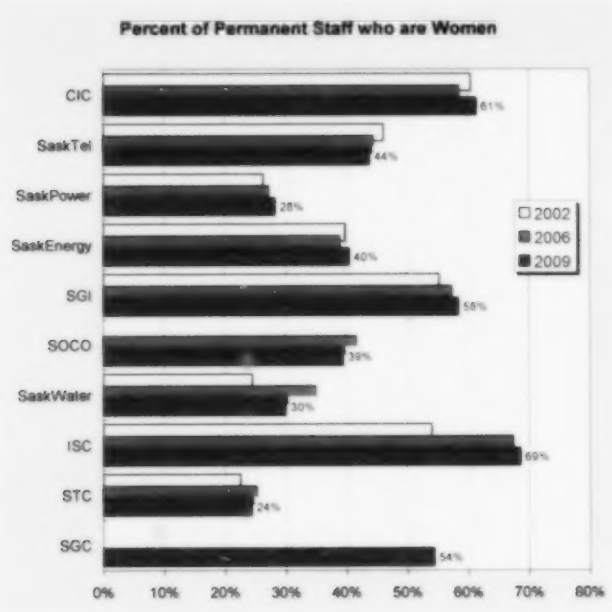
- Sex
- Aboriginal Identity
- Membership in a Visible Minority Group
- Reporting a Disability
- Age
- Tenure
- Earliest retirement date

Category of Employment by Sex



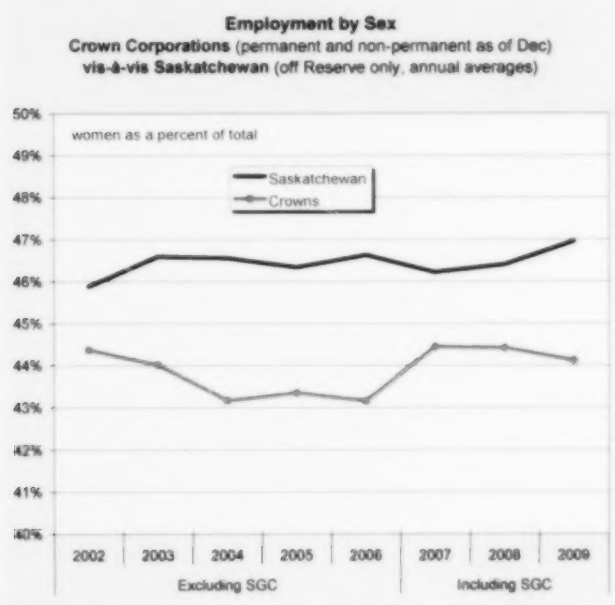
- The proportion of crown staff who are women hasn't changed significantly over the eight years ending in 2009.
- Women still dominate staff who are in non-permanent positions although the proportion has declined to near 50%.
- The proportion of students who are women is not significantly different from the proportion of permanent staff who are women.
- The inclusion of SGC increases the proportion of staff who are women by a small amount.

Crown Corporation Employment by Sex



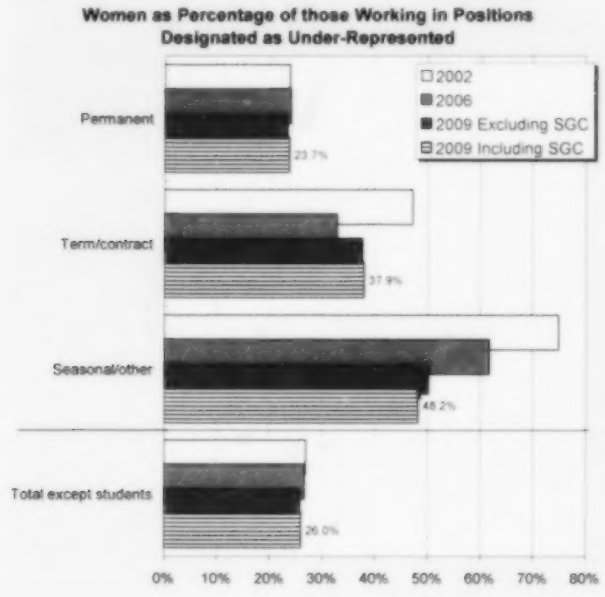
- Over the eight years ending in 2009, most crowns report no dramatic changes in the proportion of women among their permanent staff.
- The proportion has declined slightly at SaskTel. This was offset by increases at SaskPower, SGI, ISC, and STC.

Comparison with Saskatchewan



- In the province as a whole, women make up 47% of persons employed.
- This compares with 44% of the permanent and non-permanent crown employees.

Women in Under-Represented Positions



- Using the Saskatchewan Human Rights Commission current methodology*, women represent 26% of those working in positions classified as under-represented. (The Commission has a target of 47% for these kinds of positions.)
- The proportion is higher in non-permanent positions than in permanent ones.
- This is effectively the same proportion as in 2002.

** As of 2006, the occupations (at the 4-digit NOC level) in which women represent less than 47% of those working are designated as "under-represented". Some of the common examples in the crowns are*

a) telecommunications workers (9% women);

b) IT managers (39%); and

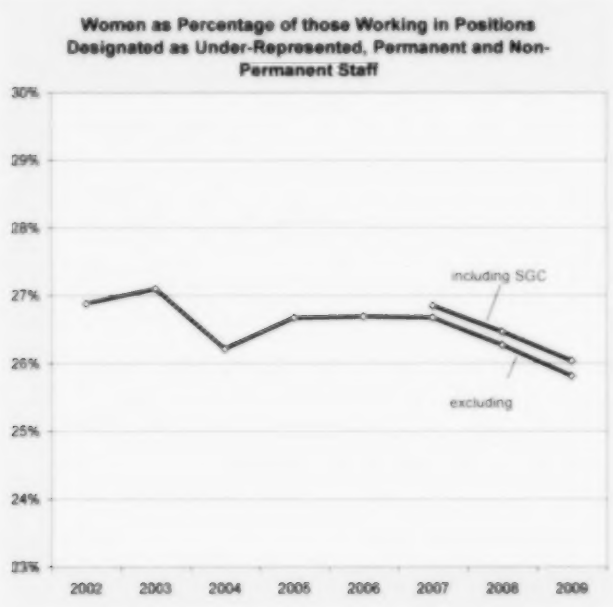
c) industrial mechanics (3%).

Women in Under-Represented Positions, by Crown Corporation

- In absolute terms, the largest number of women working in under-represented positions are employed at SaskTel. The largest proportion are working at CIC.
- Most crowns are making some progress in increasing the proportion of women who work in under-represented positions. SaskTel is an exception.

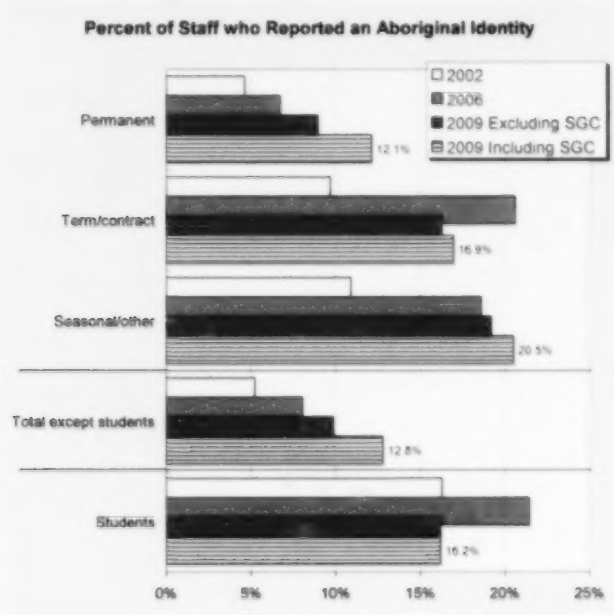
*** insufficient occupational detail provided for CIC in 2002*

Trends over Time, Women in Under-Represented Positions



- The proportion of crown positions in which a) women are under-represented and b) which are held by women has fluctuated between 26% and 27% for the past eight years.
- The inclusion of SGC in the statistics has little effect on this indicator.

Aboriginal Identity

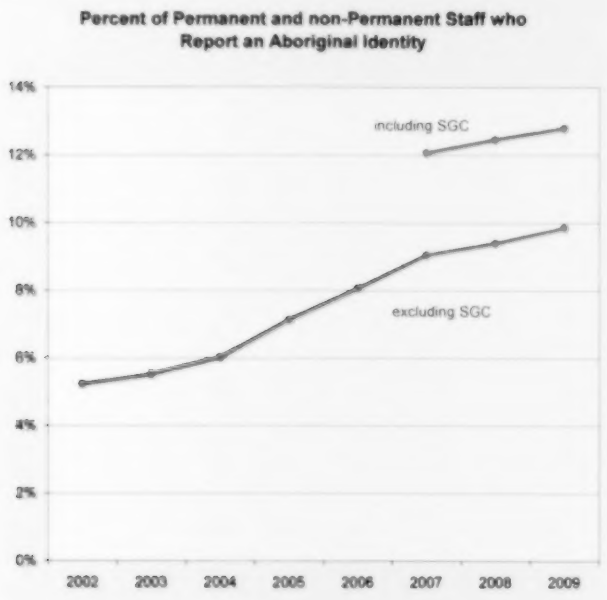


- Over the eight years ending in 2009, the proportion of permanent crown staff who self-identify as Aboriginal has increased from 4.6% to 8.9%. The inclusion of SGC raises the proportion to 12.1%.
- In absolute terms, and including SGC, there are now 1,516 permanent and non-permanent Aboriginal employees (excluding students) in the crowns, a three-fold increase from the 550 employees in 2002.
- Aboriginal employees are much more common in non-permanent positions and among students than they are in permanent positions.

Aboriginal Identity by Crown Corporation

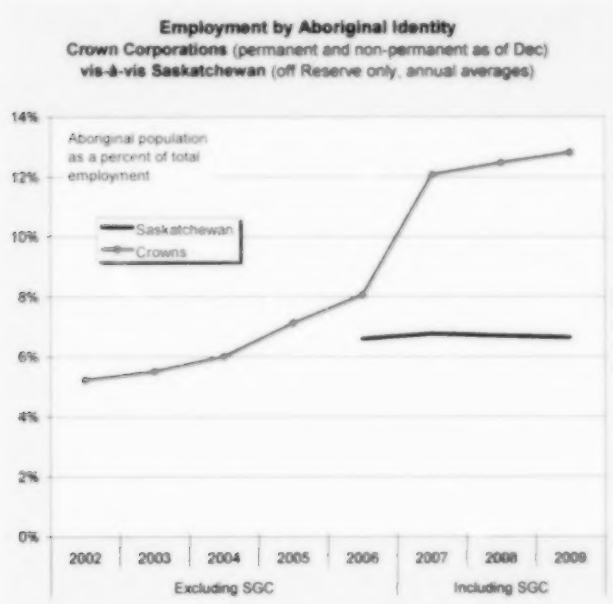
- All of the crowns except SaskWater and CIC show an increase in the proportion of staff who are Aboriginal over the eight years ending in 2009.
- The most dramatic increases over time have been in the larger crowns – SaskTel, Sask Power, and Sask Energy.

Trends in Aboriginal Identity



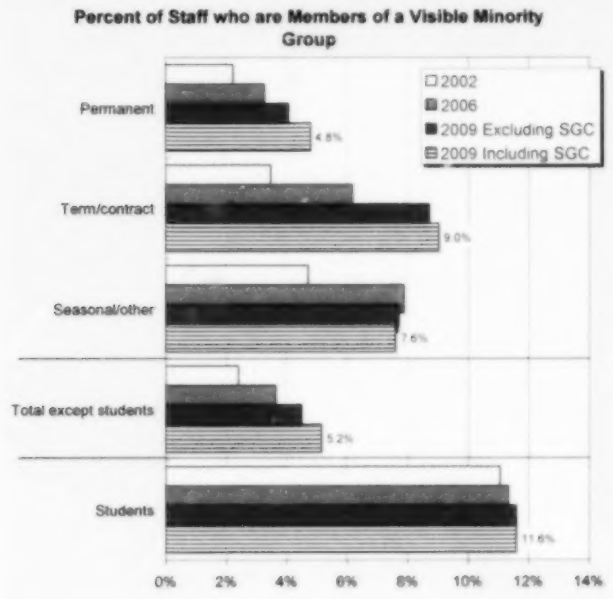
- Excluding SGC, the proportion of permanent and non-permanent staff who self-identify as Aboriginal has increased from 5% to 10% over the past eight years.
- The Saskatchewan Human Rights Commission has a 2009 target of 14.8% for Aboriginal employees.

Comparison with Saskatchewan



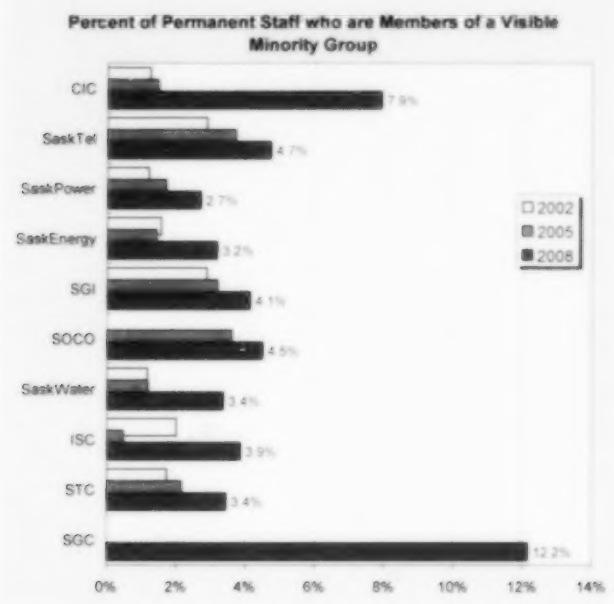
- Excluding the population living on Reserve (where the Labour Force Survey is not conducted), Aboriginal people make up 7% of the employed persons in Saskatchewan.
- This compares with 13% of crown staff; 10% if SGC is excluded.

Membership in a Visible Minority Group



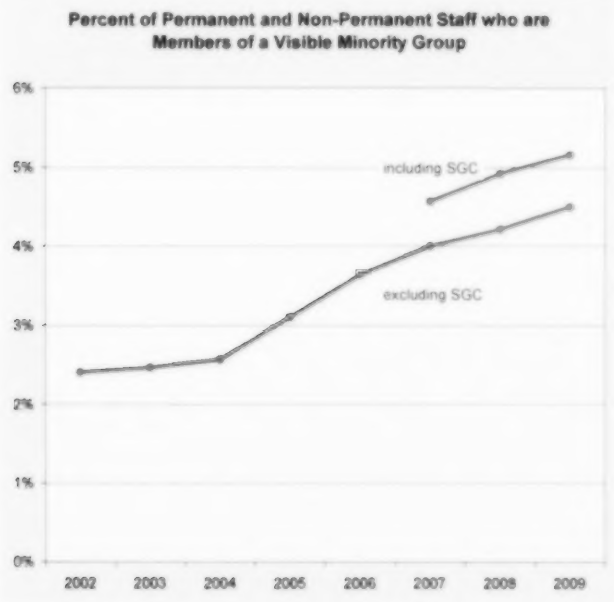
- As with Aboriginal employees in the crowns, those who are members of a visible minority group are more common among non-permanent staff and among students than among permanent staff.
- The proportion of permanent staff who are members of a visible minority group has increased over the eight years from 2.2% to 4.1%; 4.8% if SGC is included.

Visible Minority Membership by Crown



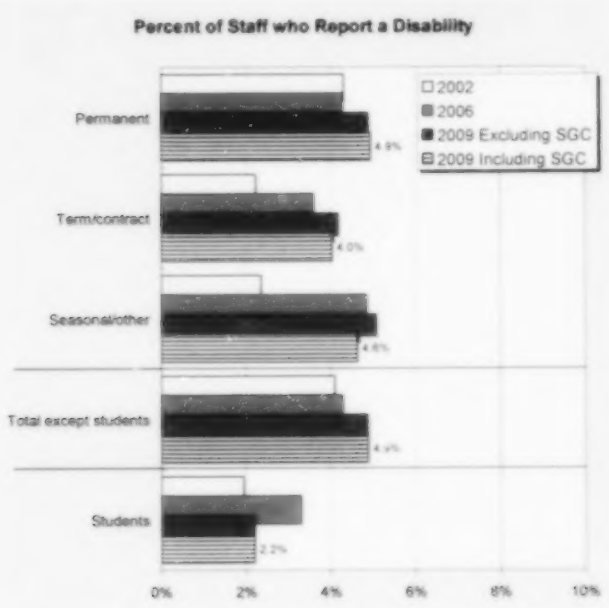
- The upward trend among members of a visible minority group is largely a consequence of increases in the larger crowns – SaskTel and SaskPower, for example.
- The Saskatchewan Human Rights Commission's 2009 target is 3.1% for employees who are members of a visible minority group; 5.6% in the cities of Saskatoon and Regina. CIC, SaskTel, and SOCO are near this level; SGC is above.
- All of the crowns show increases over the years.

Trends in the Number of Staff who are Visible Minority Group Members



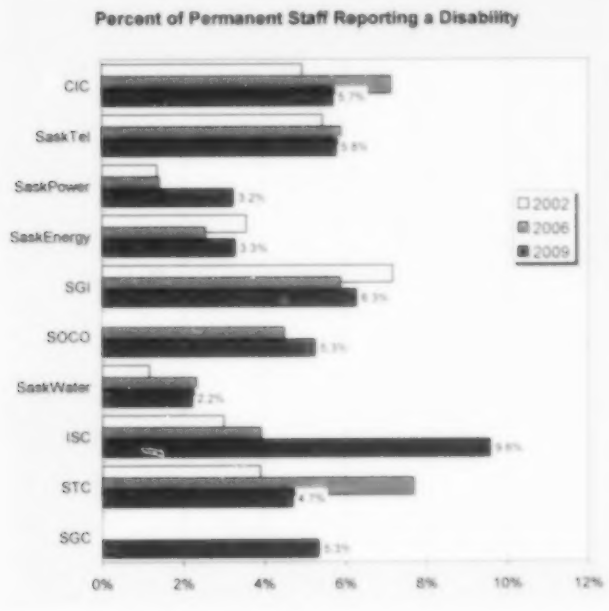
- Excluding SGC, the proportion of permanent and non-permanent staff who self-identify as members of a visible minority group has increased from 2.4% to 4.5% over the past eight years.

Persons Reporting a Disability



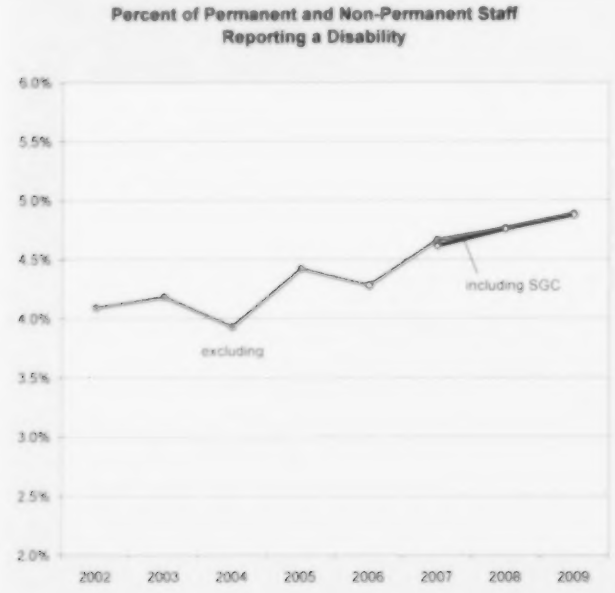
- The proportion of permanent and non-permanent staff who report a disability has increased slightly over the eight years ending in 2009.
- There is, however, an upward trend among non-permanent staff.
- The inclusion of SGC in the statistics has little effect on this indicator.

Persons Reporting a Disability by Crown



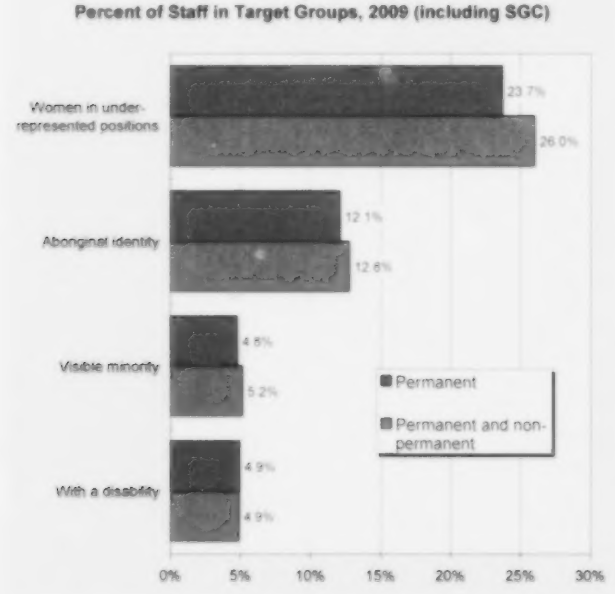
- Those who report a disability are less common at SaskPower, SaskWater, and SaskEnergy.
- While still high relative to other crowns, the proportion is stable at SGI.
- The Saskatchewan Human Rights Commission has a 2009 target of 9.7% for employees who report a disability. ISC is the only crown that is at this level.

Trends in the Proportion of Crown Staff Reporting a Disability



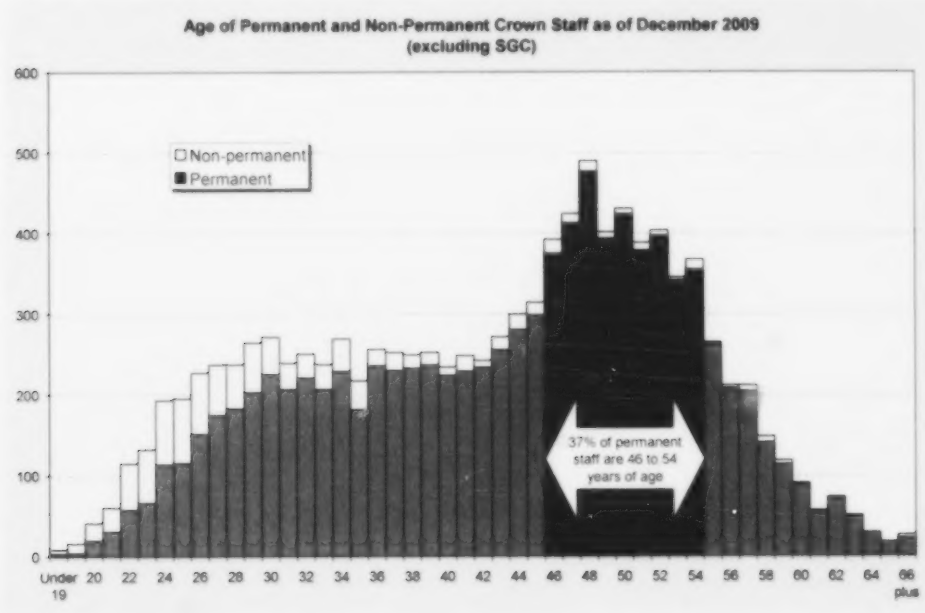
- There is evidence of a gradual but slow upward trend in the proportion of permanent and non-permanent crown staff who report a disability.
- The inclusion of SGC in the statistics has little effect on this indicator.

Summary of Diversity Measures for 2009

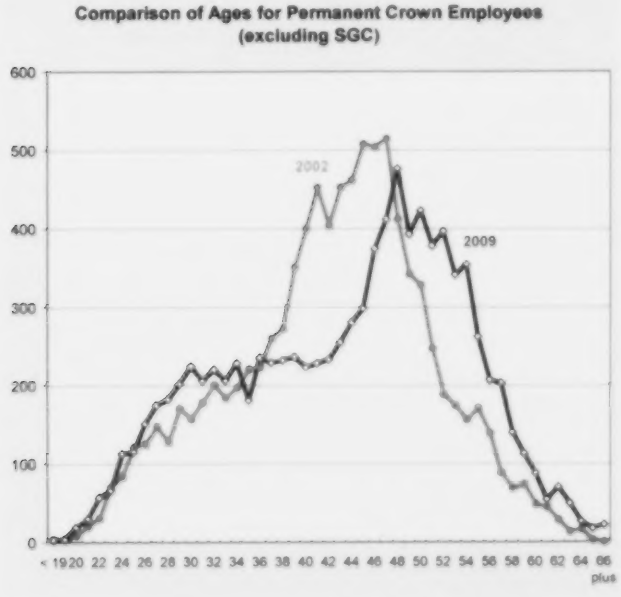


- Including SGC, the proportion of permanent staff in the crowns who are Aboriginal was 12.8% at the end of 2009.
- At the same point in time, 5.2% and 4.9% were, respectively, members of a visible minority group or reporting a disability.
- Women represent one in four employees in under-represented positions.
- In each of the designated groups, the proportions are higher or the same as among non-permanent staff.

The "Bubble": Crown Employees by Individual Age



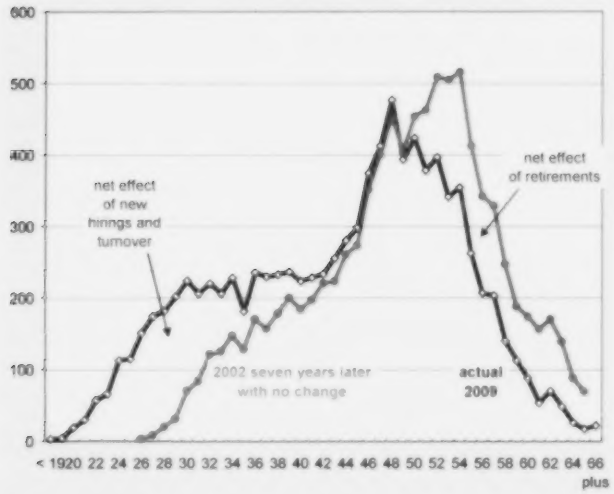
The Bubble Advances



- Over the eight years ending in 2009, the "bubble" has shifted to the right in the age distribution.
- The general aging of the staff over the years leads to a dramatic decline among those in their forties and a corresponding increase among those in their fifties.
- That trend is accompanied by a steady increase in the proportion of permanent staff 60 or older. After declining from 2002 to 2004, the number under 35 is beginning to increase.
- The average age of permanent staff was 43.5 years in 2009 compared with 42.3 in 2002.

Effect of Crown Sector Human Resource Initiatives

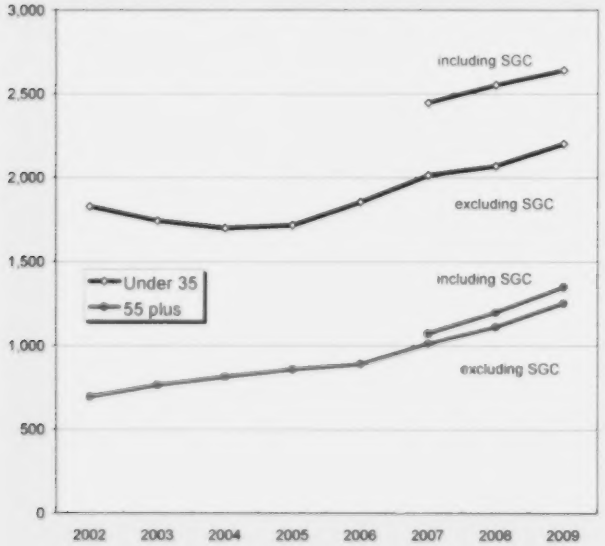
Effect of Retirement and non-Retirement Turnover, "Managing the Bubble" Initiatives, and New Hirings on the Ages for Permanent Crown Employees (excluding SGC)


600
500
400
300
200
100
0
net effect of new hirings and turnover
net effect of retirements
2002 seven years later with no change
actual 2009
< 1920 22 24 26 28 30 32 34 36 38 40 42 44 46 48 50 52 54 56 58 60 62 64 66 plus

- This chart shows the effect of changes in the age of permanent staff from 2002 to 2009 with the effect of natural aging removed.
- The differences between the lines at older age groups will largely be the result of retirements (including early retirements).
- In younger age groups, the differences are largely from hiring younger staff, net of the relatively high turnover in this age group.
- The net effect of the changes over the period has been to "dampen" the peak which, without interventions, would have led to a large number of staff in their fifties. Instead, the peak of the "bubble" is at age 48, nearly the same as it was in 2002.

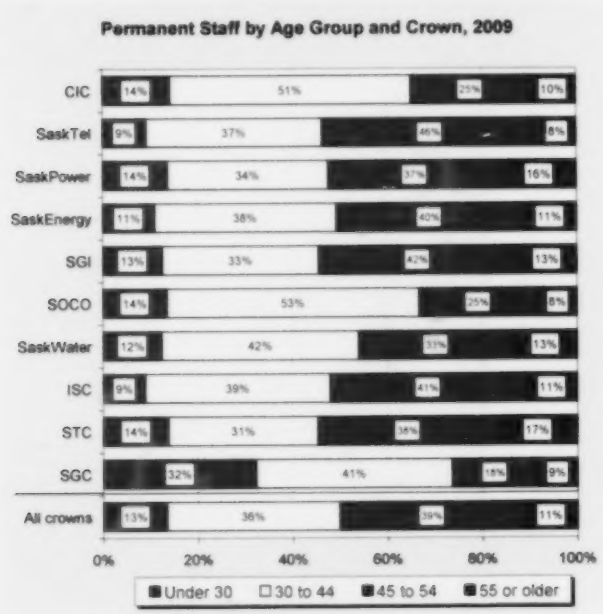
Potential Retirements

Permanent Crown Staff in Selected Age Groups



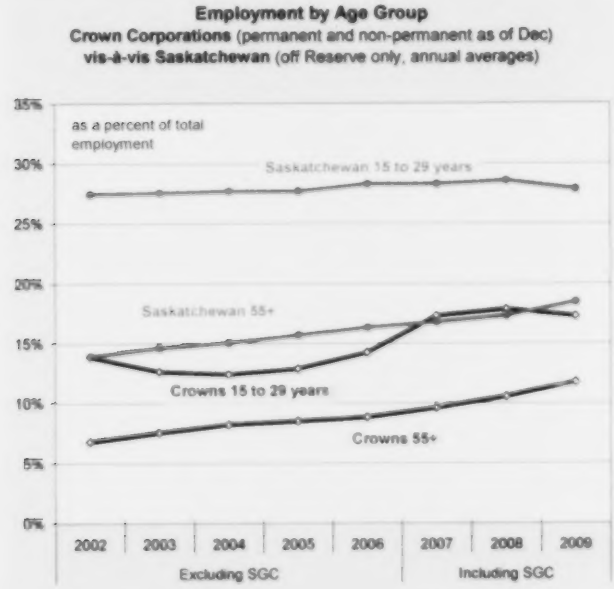
- In the past three years, the average retirement age among permanent crown employees (excluding those who retired under SaskTel's ERP) has been 57 years.
- The figure shows an increasing number of permanent crown employees who are 55 & older and therefore potential retirees. (326 of these were 60 or older in December 2009.)
- After dropping or several years, the number of younger crown employees is now increasing as well.

Age by Crown Corporation, 2009 (Permanent Only)



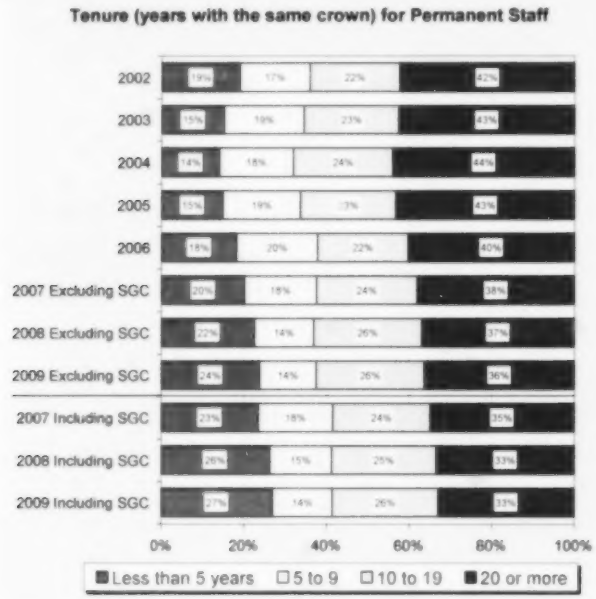
- The proportion of permanent staff who are 55 or older is highest at STC and SaskPower.
- The proportion of permanent staff who are under 30 years of age is highest at SGC and lowest at SaskTel and ISC.
- At least part of the reason for the relatively small number of young people at SaskTel is the lack of growth in the crown corporation over the period.
- Those in the pre-retirement age group (45 to 54) are most common at SaskTel and least common at SGC, CIC, and SOCO.

Comparison with Saskatchewan



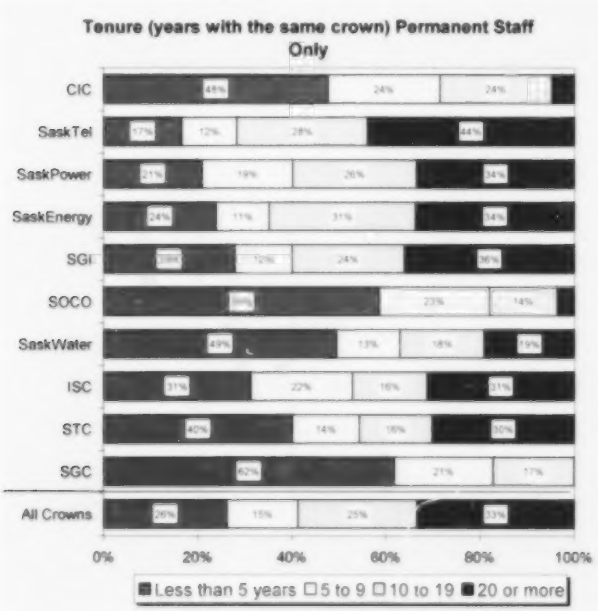
- Compared with persons employed in Saskatchewan, the crowns have fewer staff in the 55 and older age group – 12% compared with 18% – but there is a similar upward trend as in the province as a whole.
- The crowns employ far fewer young people – 17% compared with 28% in the province as a whole. Note that the provincial figures will include a large number of part-time students.

Tenure (years with the same crown)



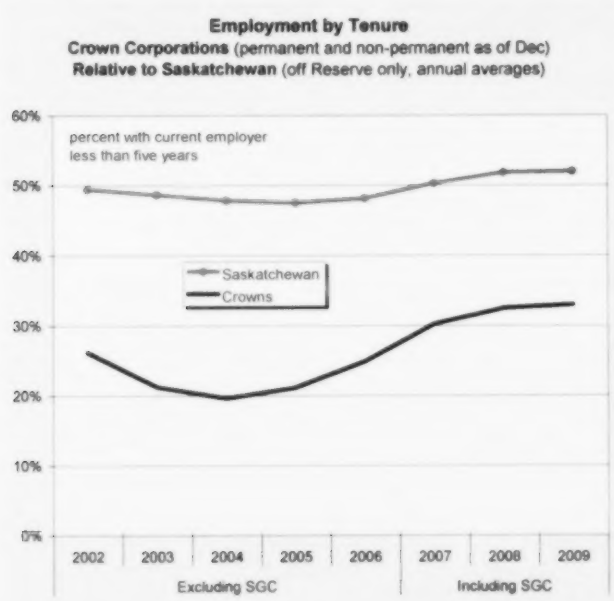
- Average tenure among permanent staff is gradually declining.
- This is best understood by noting that, excluding SGC, the proportion of permanent staff who have been with their current crown for 20 or more years has dropped from 44% in 2004 to 36% in 2009. Over the same period, the proportion with less than five years tenure has increased from 14% to 24%.
- Looked at another way, the average permanent staff member in the crowns (excluding SGC) now has tenure of 15.2 years compared with 16.7 years in 2004.

Tenure by Crown, 2009



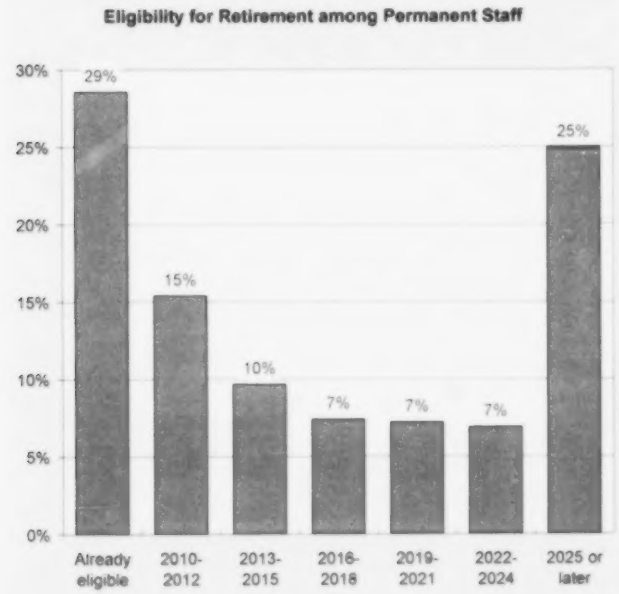
- Average tenure is highest at SaskTel and lowest at SGC, CIC, and SOCO.

Comparison with Saskatchewan



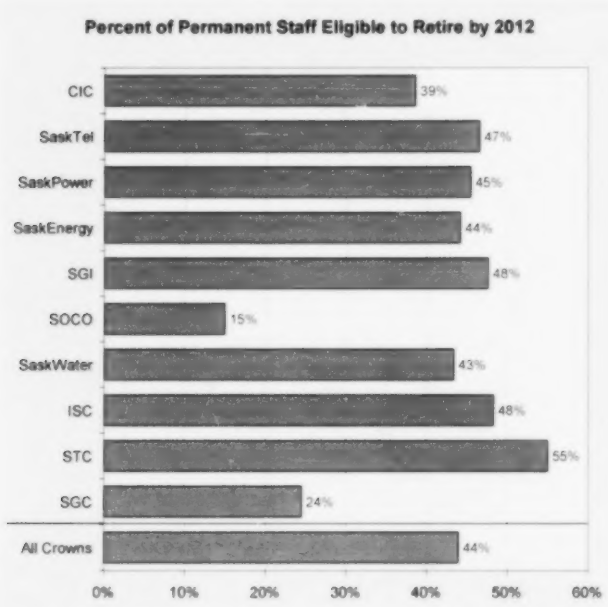
- The percentage of persons who have been with their current employer for less than five years is over 50% in Saskatchewan.
- This compares with 33% in the crowns, up from 20% in 2004.

Eligibility for Retirement



- Retirement eligibility is defined as the earliest year in which the permanent staff member can retire without penalty.
- Most staff can be expected to work beyond this date because in most cases this is just the year they turn fifty. Eligibility will, however, have an effect on the relationship between an employee and their employer.
- As of 2009, 29% of permanent staff (including SGC) were eligible to retire and 44% will be eligible by 2012.

Retirement Eligibility by Crown



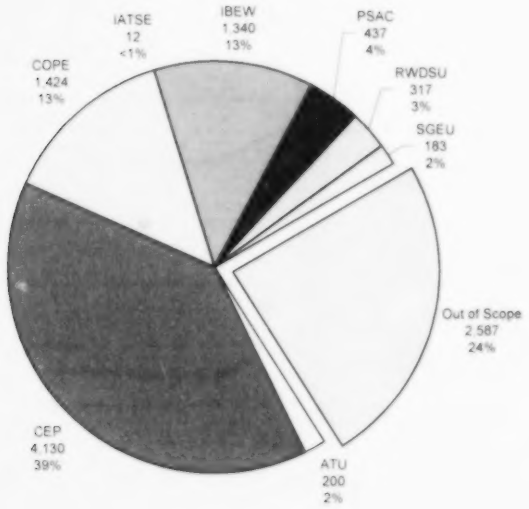
- The proportion of staff who are already eligible or soon will be eligible to retire is the lowest at SOCO and SGC.
- All of the other crowns are equally at risk of a large number of staff choosing to retire in the short term.

Characteristics of Positions

- Scope
- Salary
- Location
- Occupation and Skill Level

Union Membership (including SGC)

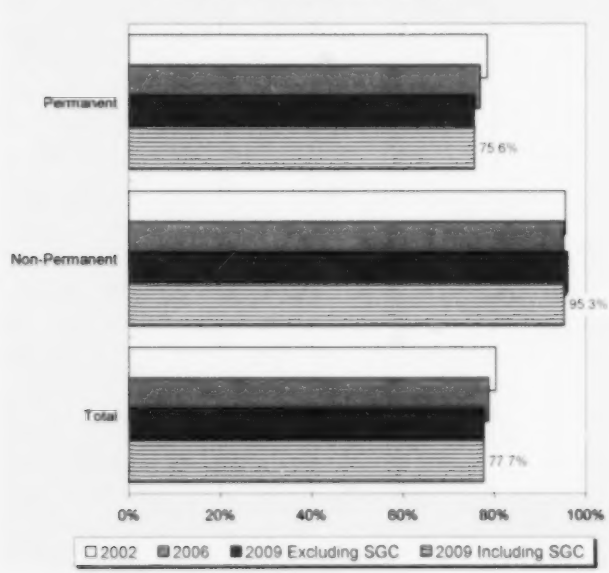
Union Membership Among Permanent and Non-Permanent Employees, 2009



- Although some have very few members, eight different unions are represented among staff in the commercial crowns.
- CEP represents the largest proportion of staff; 39% of the permanent and non-permanent crown staff are CEP members.

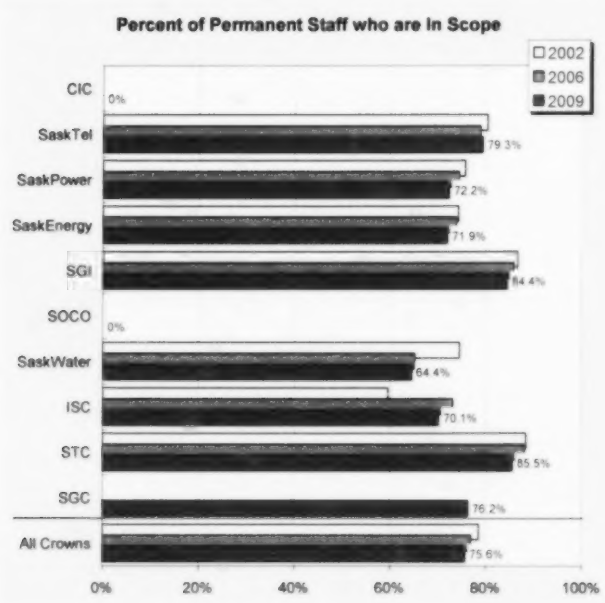
Changes in Union Membership

Percent of Staff who are In-Scope



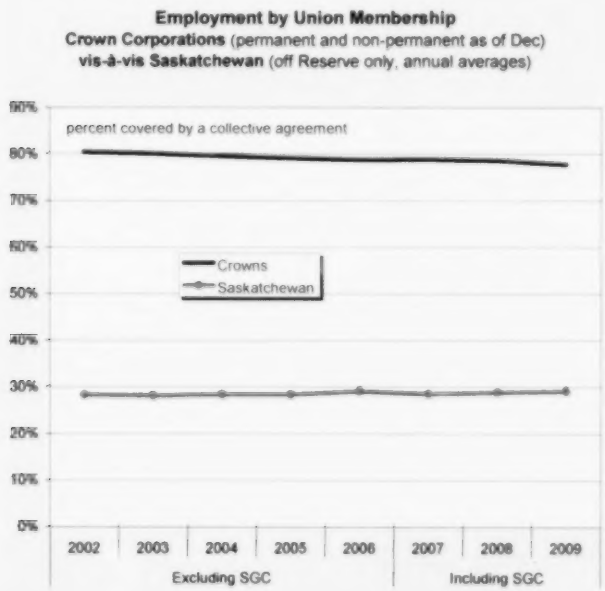
- The proportion of crown staff who are in scope hasn't changed appreciably in the eight years ending in 2009.
- In 2009 and including SGC, union employees represented 77.7% of staff – 75.6% of permanent staff and 95.3% of non-permanent staff.

Union Membership by Crown



- Not counting CIC or SOCO, in-scope staff are the least common at SaskWater and the most common at STC and SGI.

Comparison with Saskatchewan



- In Saskatchewan as a whole, about 30% of employed persons are covered by a collective agreement. This compares with 78% at the crowns.
- Looked at another way, the approximately 8,000 union members who work at the crowns represent 5.3% of the 150,800 union members working in Saskatchewan.

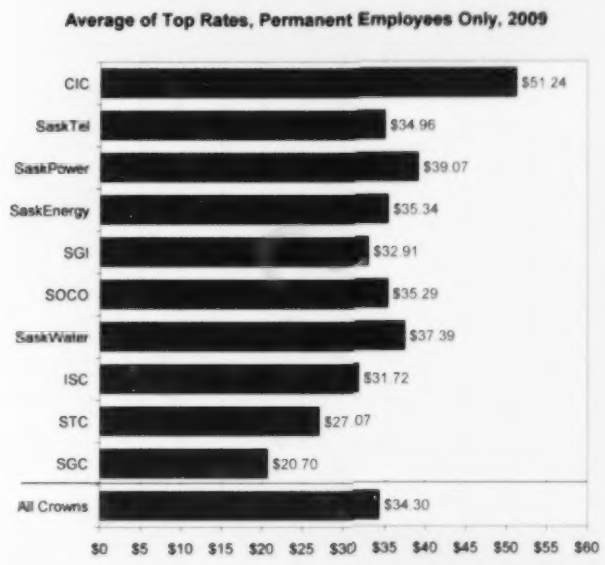
Salary Ranges

- The database includes the range of salaries and wages paid to crown staff but not the actual wage rate.
- Excluding SGC and adjusted for inflation by using constant 2009$, the average top rate was $35.71 in 2009 compared with $32.28 in 2002. The figure shows that the largest increases occurred in 2006, 2007, and 2009.
- Because of lower average pay rates, the inclusion of SGC has a dampening effect on the average wage rate in the crowns but no effect on the trends.

Salary Ranges (constant 2009 dollars, permanent staff only)

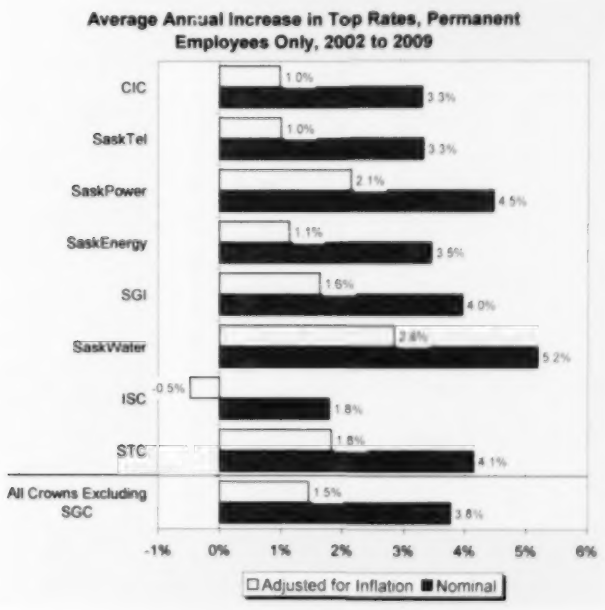
- The increase in the top rate over the past two years is because of a significant increase in the proportion of permanent staff with rates above $40/hour. As a percentage of the total this group has increased from 15% in 2005 to 24% in 2009.
- At the other end of the scale, 36% have a top rate of less than $30.00 (including SGC), down from 42% in 2007.

Salary Ranges by Crown



- As of 2009, the top rate was highest at CIC ($51.24) and lowest at SGC.

Growth in Salary Ranges by Crown, Permanent Employees Only

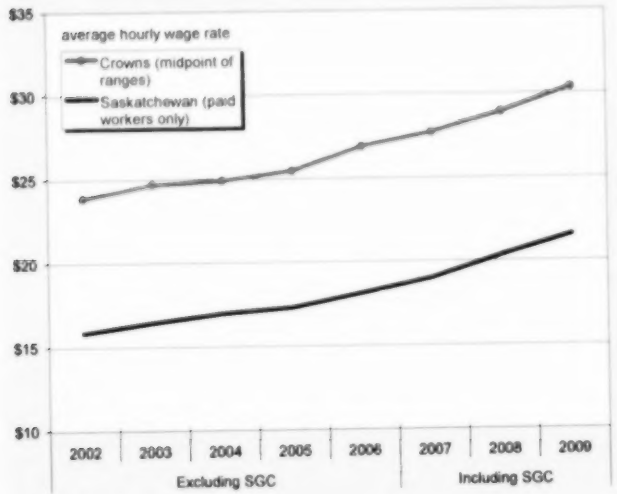


- In the seven years from 2002 to 2009, and adjusted for inflation, the increase in the top rate has been above average at:
  - SaskWater (2.8%); and
  - Sask Power (2.1%).

  The increases have been lower at:
  - ISC (-0.5% per year);
  - SaskTel (1.0%);
  - CIC (1.0%); and
  - SaskEnergy (1.1%).

Comparison with Saskatchewan

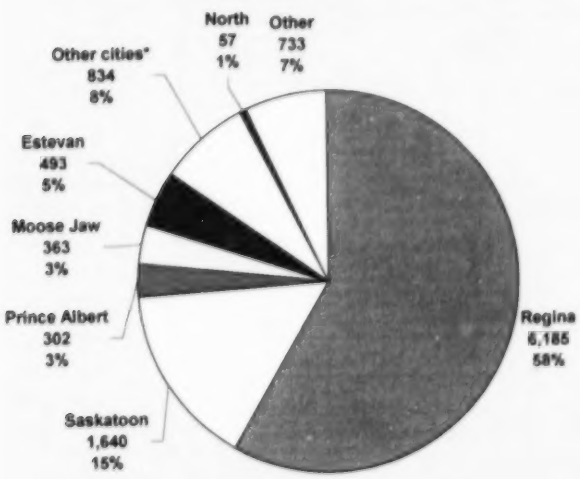
Average Hourly Wage Rate
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis **Saskatchewan** (off Reserve only, annual averages)



- The provincial average hourly wage rate (among all paid workers including seasonal and temporary workers) was $21.55 in 2009.
- Using the midpoint of the salary range as an indicator of average crown salaries, the average crown employee has a rate that is 41% higher than in the province as a whole.
- On average, the increase from 2002 to 2009 has been 3.5% per year in the crowns. This compares with 4.5% in the province as a whole.

Workplace Location

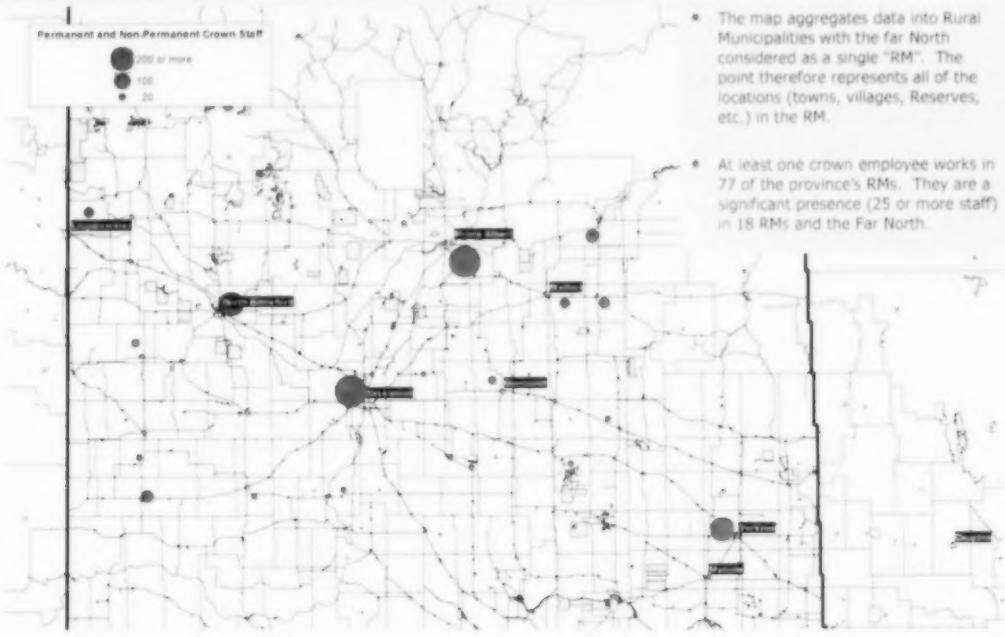
Employment of Permanent Staff by Location, 2009



* Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt

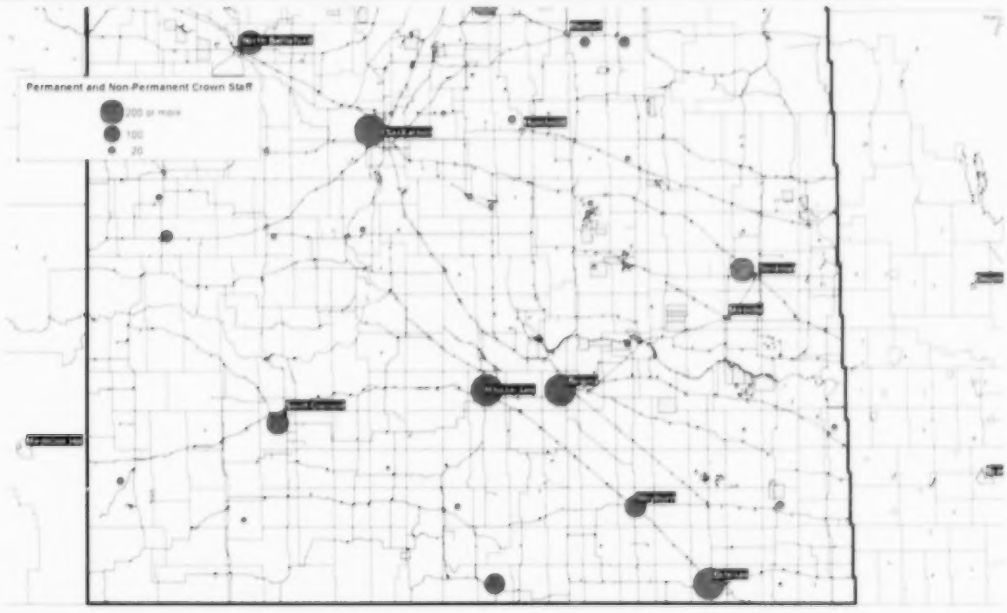
- Just over one half of permanent staff work in Regina and nearly eight out of ten work in one of the four largest cities in the province.
- Another 13% work in larger communities such as Estevan, Yorkton, and Swift Current. 8% of permanent staff work in the North or in a small southern community.

Workplace Location - North

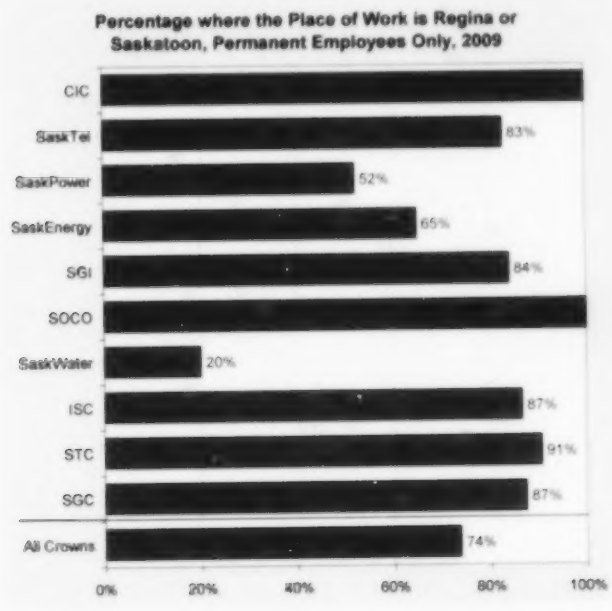


- The map aggregates data into Rural Municipalities with the far North considered as a single "RM". The point therefore represents all of the locations (towns, villages, Reserves, etc.) in the RM.
- At least one crown employee works in 77 of the province's RMs. They are a significant presence (25 or more staff) in 18 RMs and the Far North.

Workplace Location - South



Workplace Location by Crown



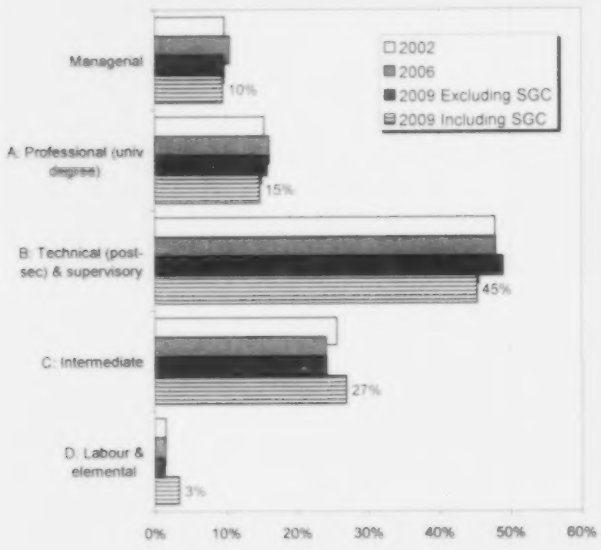
- CIC and SOCO employees work exclusively in Regina and Saskatoon. Most of the other crowns have at least 80% of their permanent staff in either Regina or Saskatoon. The exceptions are SaskPower, SaskEnergy and SaskWater.
- SaskWater and SaskPower have the largest proportion of staff outside the two major centres – the former because of the head office in Moose Jaw and the latter because of the large number of employees in Estevan and Coronach.

Sample Occupations by NOC Skill Level

		Count
Managerial	611 Sales, marketing, & advertising managers	168
	131 Telecommunications carriers managers	106
	111 Financial managers	94
	211 Engineering managers	66
	213 Information systems & data processing managers	63
	123 Other business services managers	59
	121 Insurance, real estate, & financial brokerage managers	58
	912 Utilities managers	54
A: Professional (univ degree)	2171 Information systems analysts and consultants	422
	2133 Electrical & electronics engineers	177
	1111 Financial auditors & accountants	133
	1121 Specialists in human resources	125
	1112 Financial & investment analysts	73
	2131 Civil engineers	50
	2175 Web designers and developers	21
	1113 Securities agents, investment dealers, & traders	17
2: B: Technical (post-sec) & supervisory	7246 Telecommunications installation & repair workers	593
	7244 Electrical power line & cable workers	405
	2241 Electrical & electronics engineering technologists & technicians	360
	1233 Insurance adjusters & claims examiners	312
	7253 Gas fitters	215
	7352 Power systems & power station operators	204
	2282 User support technicians	170
	7245 Telecommunications line & cable workers	152
	7311 Construction millwrights & industrial mechanics (except textile)	127
	1225 Purchasing agents & officers	92
	1211 Supervisors, general office, & administrative support clerks	51
	7321 Motor vehicle mechanics, technicians & mechanical repairers	46
	6242 Cooks	37
3: C: Intermediate	1411 General office clerks	461
	1453 Customer service, information, & related clerks	438
	6441 Casino occupations	318
	1431 Accounting & related clerks	142
	6453 Food & beverage servers	104
	7412 Bus drivers & subway & other transit operators	62
	1414 Telephone operators	40
	1422 Data entry clerks	35
	7421 Heavy equipment operators (except crane)	32
	1476 Transportation route & crew schedulers	27
4: D: Labour & elemental	6651 Security guards & related occ	67
	6611 Cashiers	52
	6663 Janitors, caretakers, & building superintendents	52
	6641 Food counter attendants & kitchen helpers	42
	6683 Other elemental service occupations	39

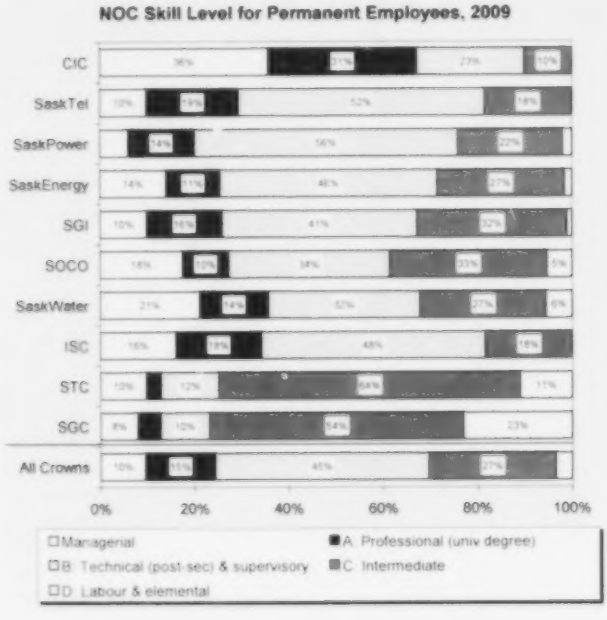
- Each of the permanent positions in the crowns has been assigned an NOC (National Occupational Classification) code for purposes of analysis and for comparisons across crowns.
- Most of the NOC coding is done by the crowns but some was done as part of the bubble research.
- The NOC coding enables a classification of occupations into four skill levels plus management. This table shows some sample occupations in the crowns by NOC skill level.

Occupation and Skill Level



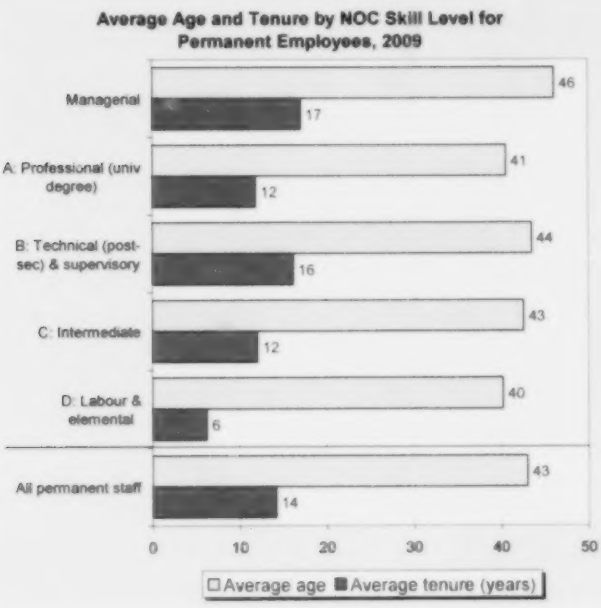
- At least two thirds of crown positions require a post-secondary education. There has been little change in the mix of skill levels over the course of the past eight years.
- The incorporation of SGC has added about 250 lower-skilled positions to the crowns.

Skill Level by Crown



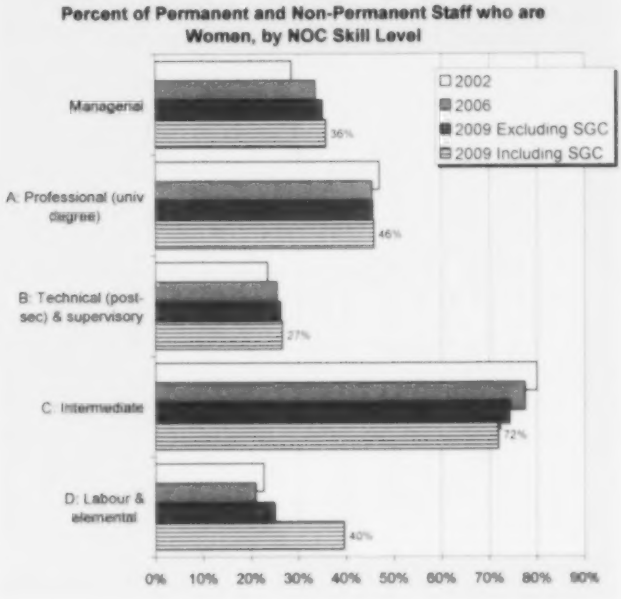
- The crowns with the highest proportion of positions that require a post-secondary education (including managers) are:
  - CIC (90%); and
  - SaskTel (82%).
- Skill level B positions (those that typically require a non-university post-secondary education) are the most common at SaskPower (56%) and SaskTel (52%).
- STC and SGC are the only crown with a significant number of positions (11% and 23% respectively) that normally require less than grade 12.

Age and Tenure by Skill Level



- The highest average ages and the longest tenures are among those employees in positions classified as managerial or technical.
- These positions are more likely to see a large number of retirements in the short term because of the demographic characteristics of those in them.

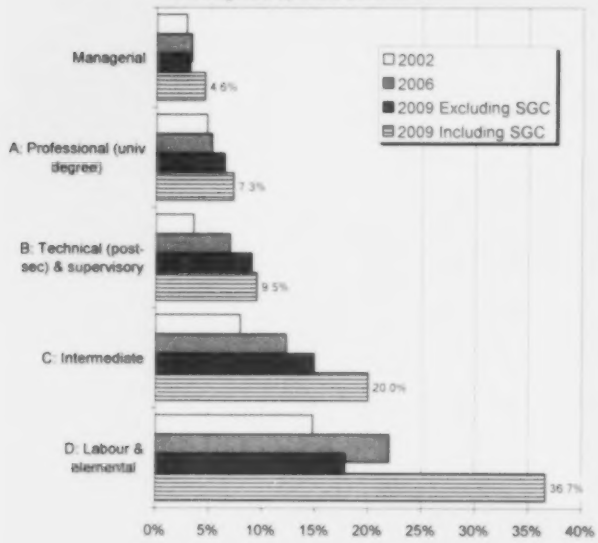
Skill Level by Sex



- Women are over-represented in occupations classified as intermediate, near 50% in professional occupations requiring a university degree, and under-represented in management and other skill-level occupations.
- The proportion of women in positions with a management or technical skill level has increased somewhat in the eight years ending in 2009.
- The addition of SGC has significantly increased the proportion of women in low-skill occupations.

Skill Level by Aboriginal Identity

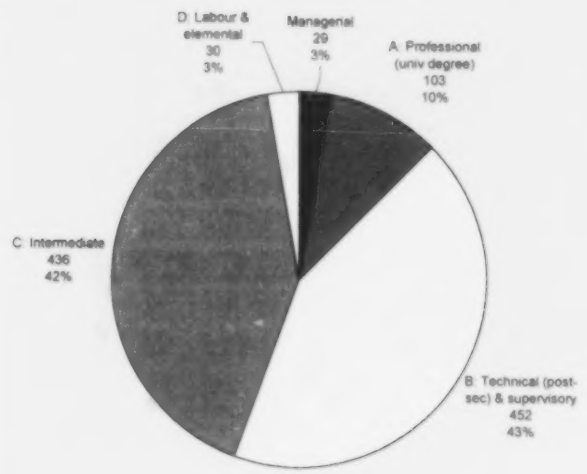
Percent of Permanent and Non-Permanent Staff who are Aboriginal, by NOC Skill Level



- Relative to the average, Aboriginal employees are over-represented in occupations that are classified in skill levels C and D. This is especially the case when SGC is incorporated into the data.
- The proportion of employees who are Aboriginal has increased from 2002 to 2009 in each of the skill levels with the sharpest increase in the skill level B and C groups.
- The inclusion of SGC in the statistics increases the proportion of Aboriginal people in each of the skill levels.

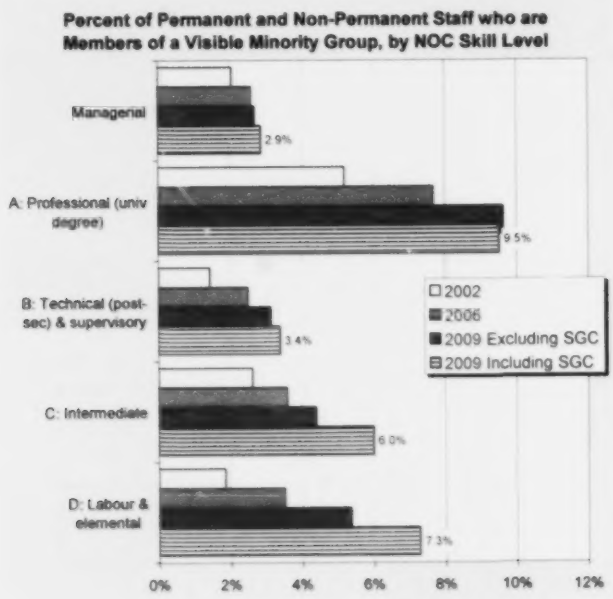
Skill Level by Aboriginal Identity

Skill Levels for Permanent and Non-Permanent Aboriginal Staff in the Crowns, Excluding SGC, 2009



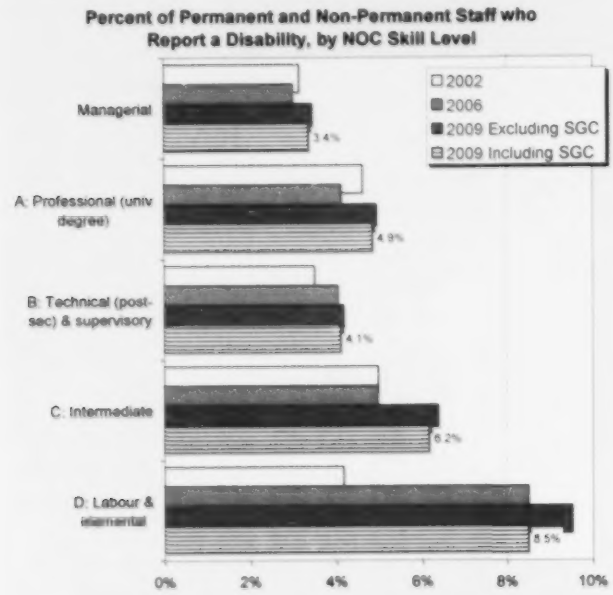
- This is another view of the skill levels for Aboriginal employees in 2009.
- About five out of six permanent and non-permanent Aboriginal employees are in either skill level B or skill level C.
- Relatively few are in Managerial and skill level A positions. There are also relatively few in skill level D positions because those low-skill occupations are, except for SGC, rare in the crowns.

Skill Level by Membership in a Visible Minority Group



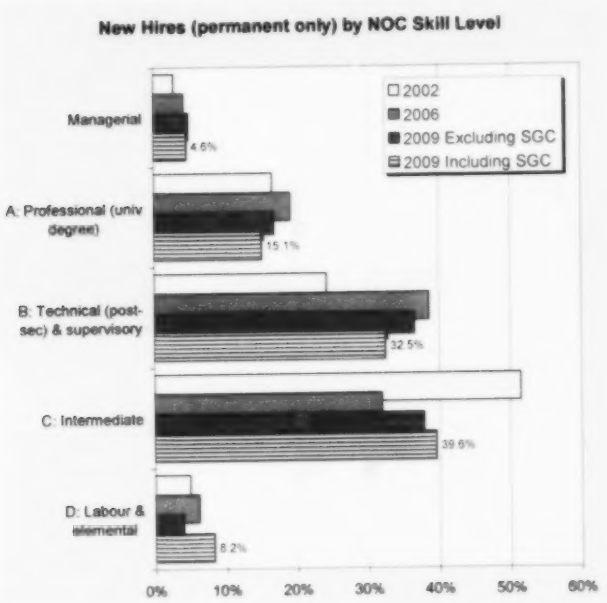
- Since 2002, there have been increases in the number of people who are members of a visible minority group in each of the skill level groups.
- Relative to the average, members of a visible minority group are over-represented in professional occupations.
- The proportion of managers who are members of a visible minority group has increased only slightly since 2002.
- The inclusion of SGC in the statistics increases the proportion of staff who are members of a visible minority group in each of skill levels except the skill level A group.

Persons Reporting a Disability, by Skill Level



- Excluding SGC, there have been steady increases in those in skill levels B, C, and D who report having a disability.
- The proportion of managers and those in skill level A, on the other hand, has not changed appreciably.
- The inclusion of SGC lowers the proportion reporting a disability in each of the skill categories.

New Hires by Skill Level



- The proportion of new hires has gradually switched from those in intermediate positions to those in technical and supervisory positions.
- Including managers, about one half (47%) of new hires will be into positions requiring a post-secondary education. The proportion would be even higher if SGC was excluded.

Note: The number of new hires is measured as those who were first hired in the crown during the twelve months prior to December 31st and who were still working at the end of the year. This won't include internal promotions.

Departures and Turnover

Number of Departures by Reason

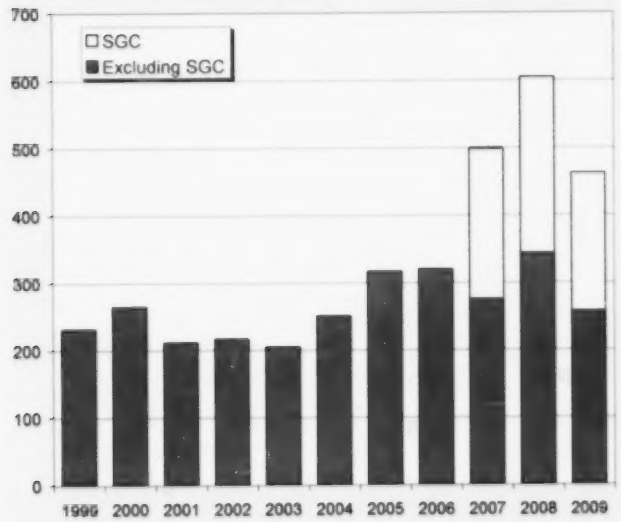
	Year of departure										
						Excluding SGC			Including SGC		
	2002	2003	2004	2005	2006	2007	2008	2009	2007	2008	2009
To take other employment	62	33	48	79	96	57	89	35	57	89	36
Resignation	64	66	79	72	131	123	117	107	257	339	273
Dismissal/layoff	31	42	33	45	41	48	70	65	82	97	99
Personal Reasons	14	5	13	34	10	13	23	8	17	31	11
Moved	16	13	22	16	12	7	11	7	7	11	7
Death	11	16	15	11	11	12	10	18	13	14	19
Voluntary Separation Program	1	0	0	1	0	0	0	0	0	0	0
Other/Unknown	18	29	40	59	18	15	23	17	65	23	17
Non-retirement subtotal	217	204	250	317	319	275	343	257	498	604	462
Retirement	131	87	90	113	149	181	164	171	185	165	172
Early Retirement Plan	83	4	61	142	184	171	129	94	171	129	94
Retirement subtotal	214	91	151	255	333	352	293	265	356	294	266
Grand total	431	295	401	572	652	627	636	522	854	898	728

- Only departures from permanent positions are captured in the database. Those who did not complete their probationary period, for example, are not included as either hires or departures. Transfers are not included but moves from one crown to another will register as a departure from one crown and a new hire at the destination. The data cover the ten years from 1999 to 2009. (In 2003, four additional years of retroactive data was obtained for the database.)

- There is no specific reason given for the majority of non-retirement departures; many of the reasons given are simply "resignation" or "job abandonment".

Non-Retirement Departure Trends

Annual Number of Non-Retirement Departures, Permanent Employees Only



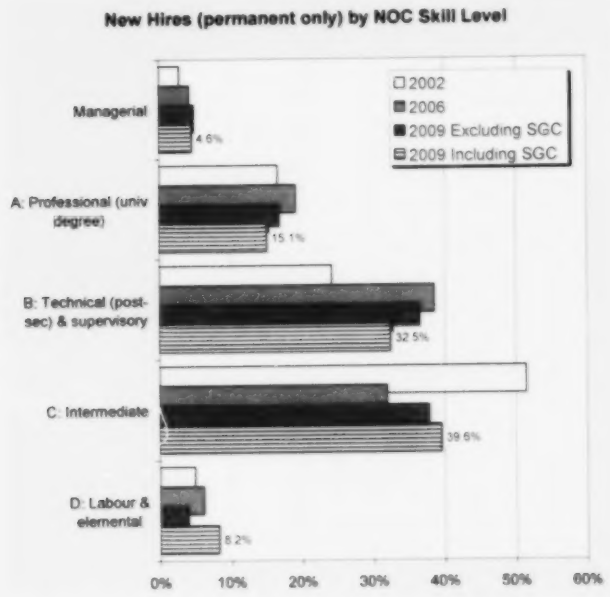
- From a typical level of just over 200 per year in the early part of the decade, the number of non-retirement departures is now about 300 per year (excluding SGC).

- The largest number of non-retirement departures was in 2008.

- The increase will be partly the result of strong demand for skilled workers in the western provinces.

- The inclusion of SGC almost doubles the number of non-retirement departures from the crowns.

New Hires by Skill Level



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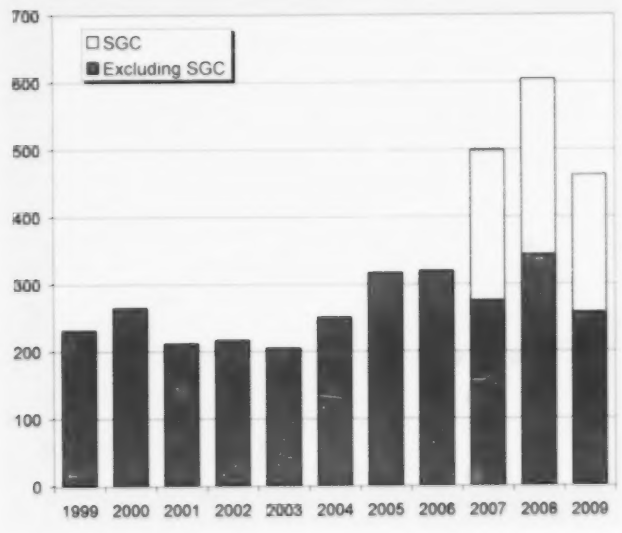

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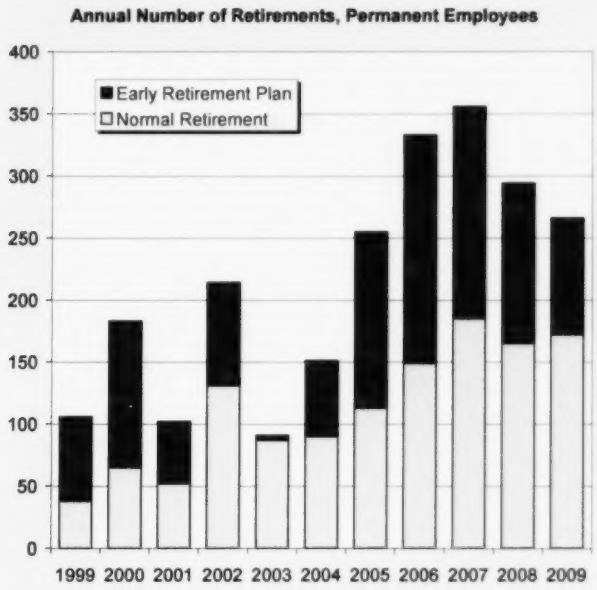
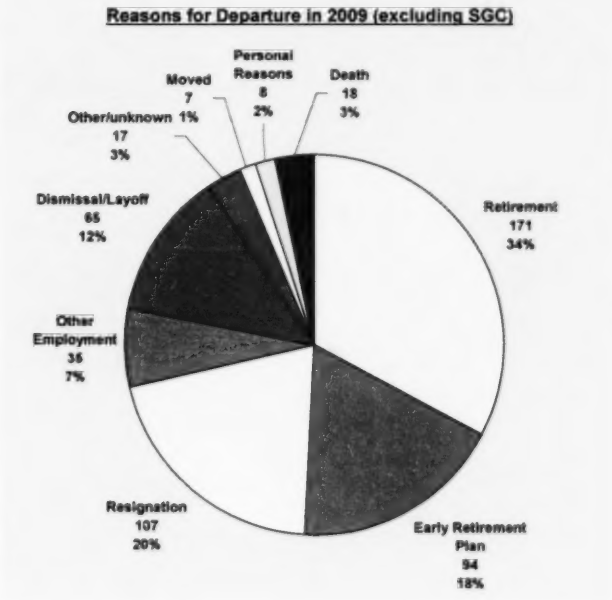
Retirement Departure Trends



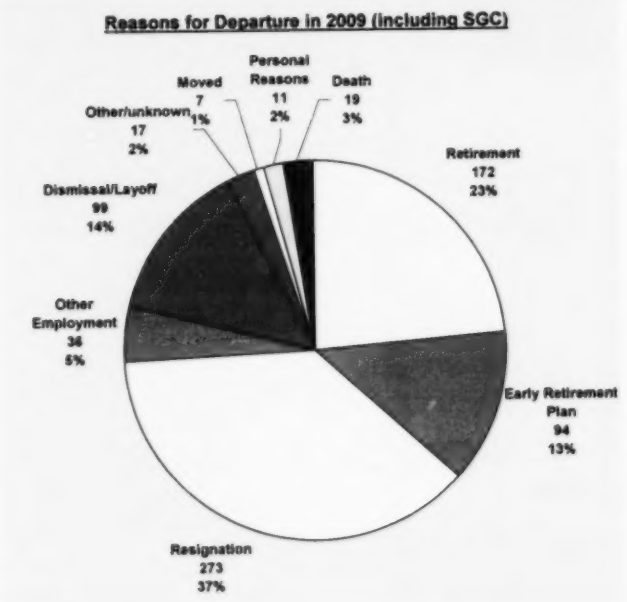
- The total number of retirements has fluctuated from year to year because of the Early Retirement Plans previously implemented at SaskTel.
- In spite of the annual ups and downs, there is a fairly clear upward trend in the number of "normal" retirements.
- The inclusion of SGC has no material effect on the number of retirements. It does, however, have an effect on the rate of retirements because there are so few SGC employees who retire.

Reasons for Departures, 2009, Excluding SGC



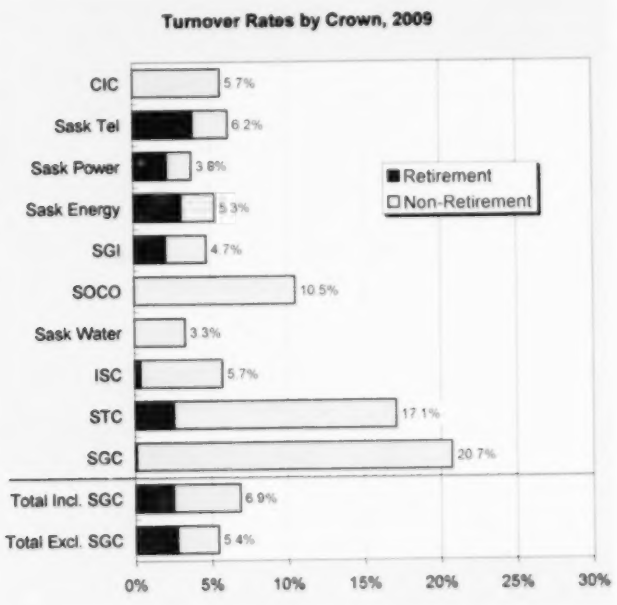
- Excluding SGC, the single most common reason for leaving employment was retirement, accounting for more than one half of departures in 2009.
- About four out of ten of those who leave the crowns could be expected to stay in the labour market, more if those who retire decide to re-enter the labour market.
- Departures can be calculated as a percentage of staff to arrive at a "turnover rate". Excluding SGC, the turnover rate in the crowns was 5.4% per year, 2.8% from retirements, and 2.7% for other reasons.

Reasons for Departures, 2009, Including SGC



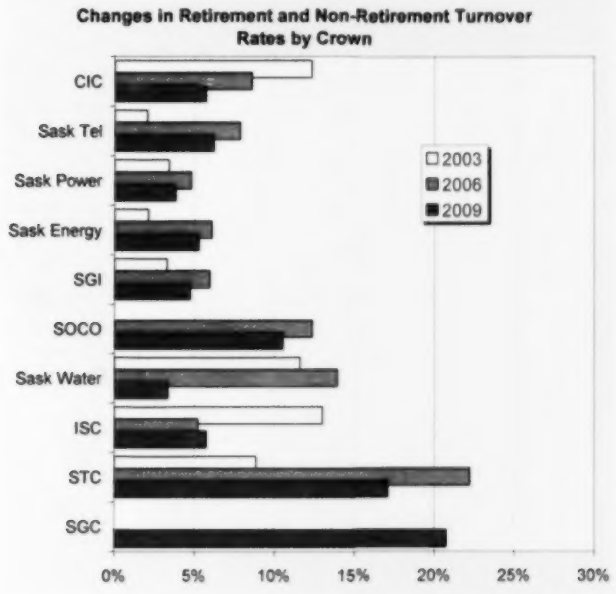
- Including SGC dramatically increases the number of resignations. ("Job abandonment" is the terminology that is often used at SGC.)
- Including SGC changes the 2009 turnover rate at the crowns from:
  - 5.4% to 6.9% overall;
  - 2.8% to 2.5% for retirement turnover; and
  - 2.7% to 4.3% for non-retirement turnover.

Turnover Rates by Crown Corporation, 2009



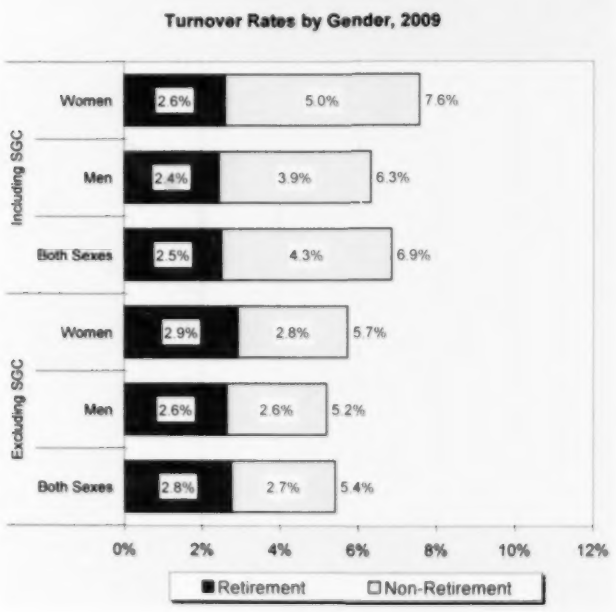
- The lowest turnover rates in 2009 were at Sask Power and Sask Water.
- The highest turnover rates are at SOCO, STC, and SGC. This is exclusively because of higher non-retirement turnovers.

Changes in Turnover Rates by Crown Corporation



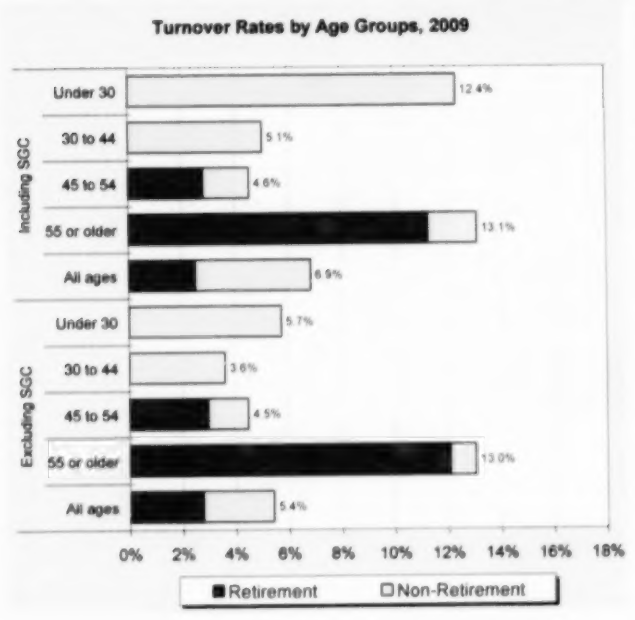
- In most crowns, the turnover rate increased from 2003 to 2006 before falling back in 2009.
- The exceptions are CIC which is showing a steadily declining turnover rate and ISC where turnover is much lower than it was in 2003.

Turnover Rates by Gender, 2009



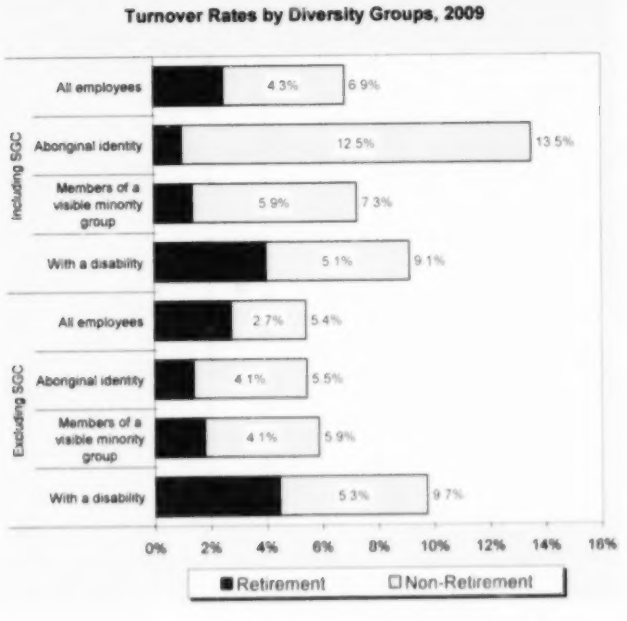
- With or without SGC included in the data, turnover rates are higher for women than for men because of higher non-retirement turnover.

Turnover Rate among Permanent Staff by Age Group, 2009



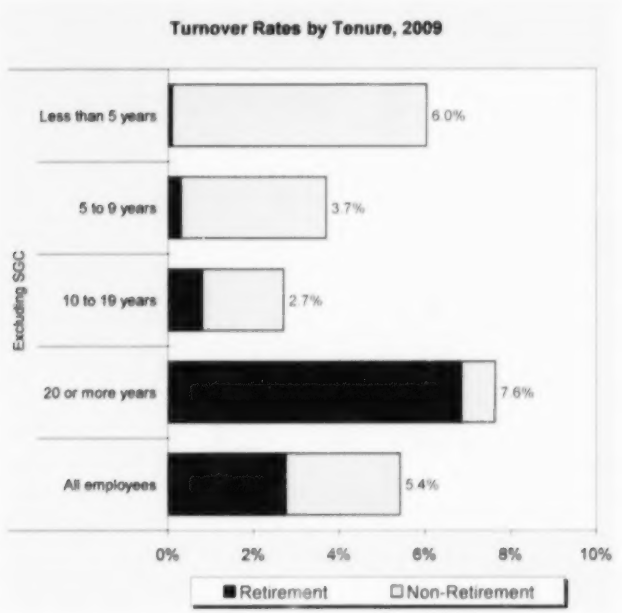
- In 2009, over 10% of permanent staff under thirty years of age left their crown employment. Excluding SGC, the percentage drops to 5.7%.
- In the 30 to 54 age group, both retirement and non-retirement turnover rates are very low.
- Beyond age 55, almost all departures are retirement related.

Turnover Rates for Diversity Groups, 2009



- Non-retirement turnover rates among permanent staff are higher than average for all three diversity groups.
- SGC has a high (30%) turnover rate among its Aboriginal employees. This is enough to increase the average Aboriginal turnover rate among the crowns from 4.1% to 12.5% when SGC is included in the statistics.

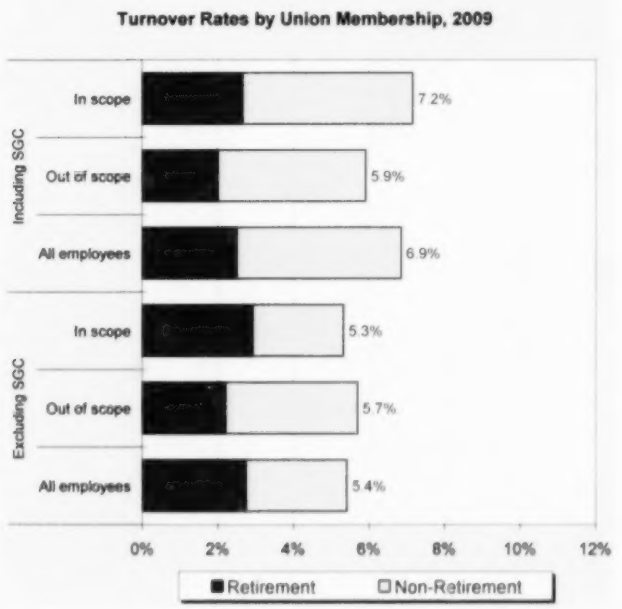
Turnover Rates by Tenure, 2009



- Not surprisingly, the non-retirement turnover rate is higher among those with shorter tenure.

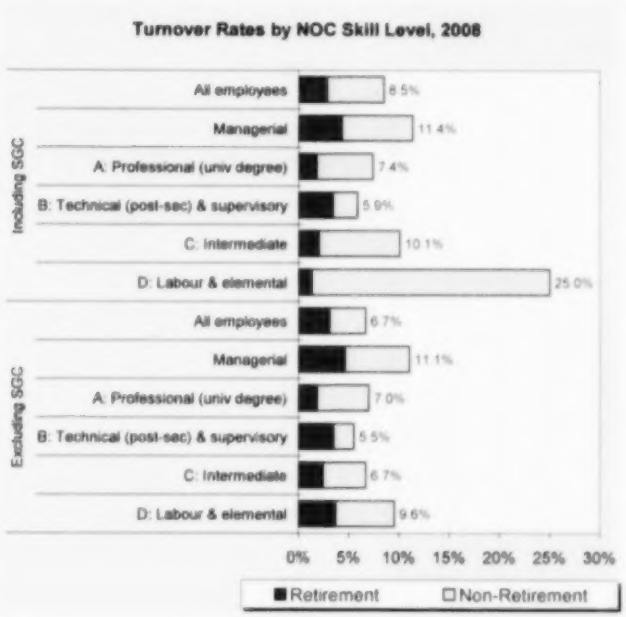
(Note: SGC data by tenure was not available because the crown has not been in existence long enough.)

Turnover Rates by Union Membership, 2009



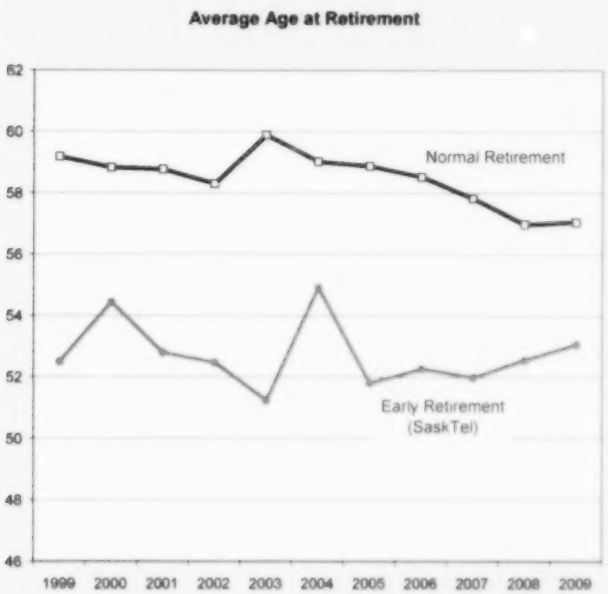
- Excluding SGC, turnover rates in general and non-retirement turnover rates in particular are higher among out-of-scope employees than among in-scope employees.
- The opposite is true for SGC.

Turnover Rates by NOC Skill Level, 2009



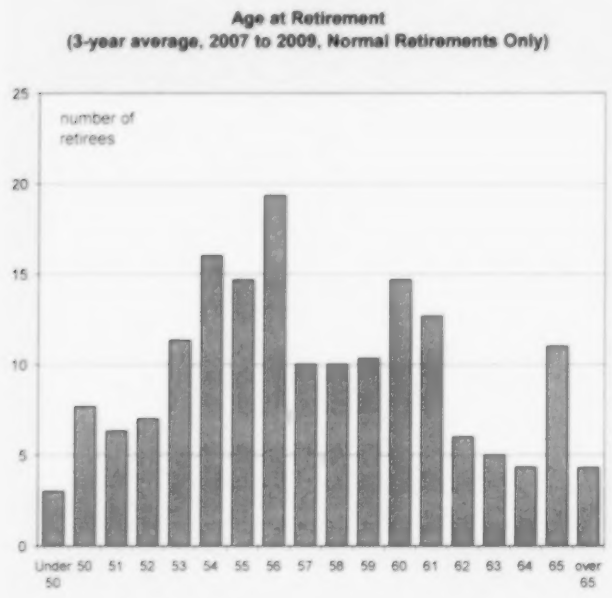
- Non-retirement turnover rates are higher than average among those who are in
  - managerial,
  - professional (skill level A), or
  - low skill (skill level D) positions.
- Retirement turnover rates are higher among managers and those in skill level B. SGC has a particularly high non-retirement turnover rate among those in low skill level positions.

Retirement Age Trends



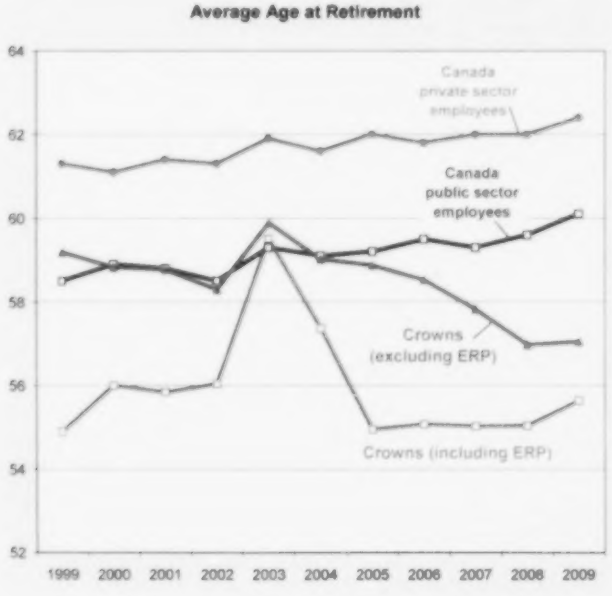
- The average age at retirement (excluding those who retire early through SaskTel's plan) has declined from approximately 59 years of age between 1999 and 2005) to approximately 57 years of age in 2008 and 2009.

Retirement Age Trends



- The average age at retirement is not a good predictor of actual retirements.
- Over the past three years, the average age at retirement has been 57 but relatively few people retire at that age.
- Instead, there are a large percentage who retire in their mid 50s, i.e. 53 to 56, another cluster who retire at 60 or 61 years of age and yet another spike at age 65.

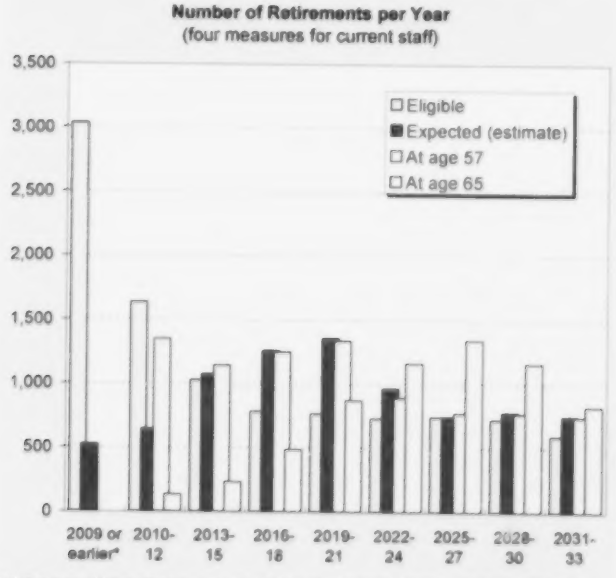
Comparison with Canada



- The average retirement age using data from the Labour Force Survey is available only at the national level. Saskatchewan data are not available because the sample size is too small.
- This is the average age of those who, when asked why they left their last job, said that they had "retired". This does not preclude them from re-entering the labour force in the future.
- The average retirement age in Canada is 62 years among those in the private sector and 60 years among those in the public sector (broadly defined to include health and education and the crowns as well as government proper).
- Until recently, the average retirement age in the crowns (excluding the ERP), was tracking the national average for public sector employees. In the last few years, crown staff have been retiring earlier.

Expected Retirements

Three Measures of Retirement

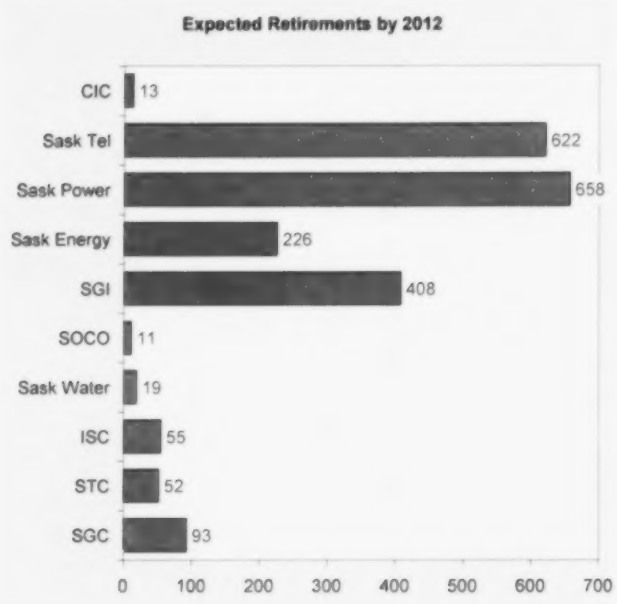


** staff who could have retired or were expected to retire but were still employed on Dec 31 2009*

- The expected retirement year for each permanent crown staff member who was employed as of December 2009 is calculated using a model that predicts their retirement date on the basis of the past behaviour of other crown employees in similar circumstances.
- Permanent staff are expected to retire between their earliest possible retirement date and age 65**, depending on their age, tenure, gender, skill level, and whether they work full time or part time.
- Retirement packages or other unforeseen circumstance can change these estimates significantly. The hiring of additional staff and turnover of existing staff will also change the estimates because it changes the demographic mix of "current" staff.
- For reference purposes, the counts for retirement at the "average" age, that is, age 57, are also shown.

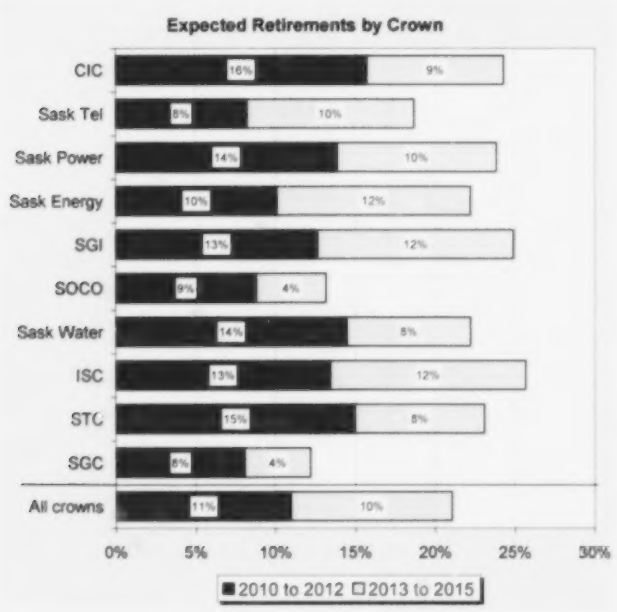
*** Mandatory retirement was removed in November 2007 so age 65 will become even less relevant as a "normal" retirement age in the future.*

Expected Retirements by Crown Corporation



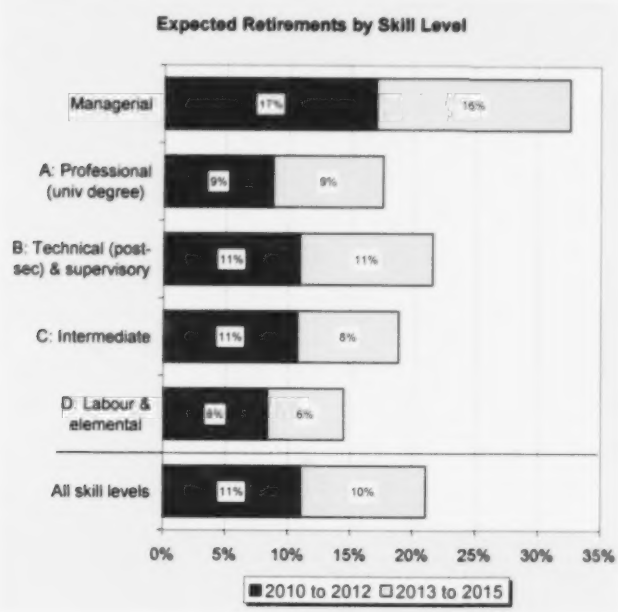
- Whereas more than 40% of permanent crown staff will be eligible to retire by 2012, only 11% can be expected to do so.
- Of the 1,164 retirements expected in the next three years (2010 to 2012), the vast majority will occur in the four large crowns - SaskTel, SaskPower, Sask Energy and SGI.

Expected Retirements by Crown Corporation



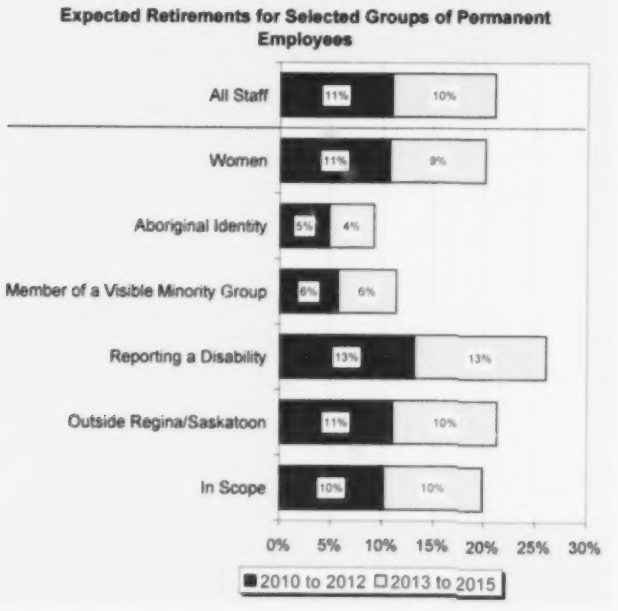
- In the short term, the largest proportion of retirements can be expected among staff at ISC, SGI, CIC, and Sask Power.
- Because of the early retirement plans, SaskTel has relatively few retirements expected in the short term.
- SOCO and SGC have relatively few expected retirements because of their staff are younger.

Expected Retirements by Skill Level



- Almost one third (32%) of crown corporation managers will probably retire by 2015.
- In the short term, retirement rates are lower among professionals (positions that require a university degree) and among those in intermediate and low skilled occupations.

Expected Retirements by Target Group



- Expected retirement rates over the short term do not vary significantly by gender, location, or union membership.
- Compared with the average, however, retirement rates are lower among those who are members of a visible minority group or who report an Aboriginal identity. These staff tend to be, on average, younger than other staff.